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Proposed programme budget for the biennium 2012-2013*

Part V
Regional cooperation for development

Section 18
Economic and social development in Africa

(Programme 14 of the strategic framework for the period 2012-2013)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-sixth Session, Supplement No. 6* (A/66/6/Add.1).

** *Official Records of the General Assembly, Sixty-fifth Session, Supplement No. 6* (A/65/6/Rev.1).

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Section 18A
Regional commission

Overview

Table 18A.1 **Estimate of expenditure**

Proposal submitted by the Secretary-General	118 951.1[a]
Revised appropriation for 2010-2011	121 766.9

[a] At 2010-2011 rates.

Table 18A.2 **Proposed staffing resources**

Posts	*Number*	*Level*
Regular budget		
Proposed for the biennium 2012-2013	553	1 USG, 1 D-2, 15 D-1, 42 P-5, 72 P-4, 75 P-3, 29 P-2/1, 303 LL, 1 FS, 14 NO
Reclassifications	2	1 FS to P-4, 1 LL to NO in Programme Support
Approved for the biennium 2010-2011	553	1 USG, 1 D-2, 15 D-1, 42 P-5, 71 P-4, 75 P-3, 29 P-2/1, 304 LL, 2 FS, 13 NO

Abbreviations: USG, Under-Secretary-General; LL, Local level; FS, Field Service; NO, National Officer.

18A.1 The overall objective of the programme is to assist African countries in formulating and implementing the policies and programmes that will lead to sustainable economic growth and social development, with particular emphasis on poverty reduction, as envisaged in the New Partnership for Africa's Development (NEPAD) and in the internationally agreed development goals, including those contained in the United Nations Millennium Declaration, and in the outcomes of other major United Nations conferences and international agreements.

18A.2 The mandate for the programme derives from Economic and Social Council resolution 671 A (XXV), by which the Council established the Economic Commission for Africa (ECA). This mandate has been further elaborated in a number of resolutions of the General Assembly and the Council as well as in resolutions 718 (XXVI), 726 (XXVII), 779 (XXIX), 809 (XXXI) and 844 (XXXIX) of ECA. Further mandates and guidance have emanated from the African Union and the outcomes and decisions of global conferences, including the 2005 World Summit Outcome.

18A.3 Poverty reduction remains the overriding development challenge in Africa. The majority of African countries continues to face deep and widespread poverty despite the significant economic and social progress made in recent years. The global financial crisis has hampered growth in the region, with dire consequences for African countries to reduce poverty. The financial crisis has also compounded the impact of the recent food and fuel crises, placing the achievement of the Millennium Development Goals at risk and jeopardizing Africa's long-term economic and social development. At current rates of growth, Africa remains the only continent not on track to meet Goal 1, on eradicating extreme poverty and hunger by 2015. The situation is made worse by conflicts, natural disasters resulting from climate change, and the HIV/AIDS pandemic, which continue to undermine economic growth in many African countries.

18A.4 In order to address these and other emerging development challenges, African countries need to formulate and implement appropriate policies and programmes to achieve and sustain economic growth for poverty reduction and equitable development. In line with its mandate of promoting the economic and social development of Africa, ECA will respond to those challenges by scaling up efforts in support of achieving the internationally agreed development goals, including the Millennium Development Goals and the priorities of NEPAD.

18A.5 The overall strategy of the ECA programme will continue to be organized around two main pillars: (a) promoting regional integration in support of the African Union vision and priorities; and (b) meeting Africa's special needs and emerging global challenges. ECA will conduct its work through 10 subprogrammes arranged to avoid duplication of functions, promote complementarities, eliminate inconsistencies and sharpen the focus in areas that have acquired new urgency. The subprogrammes are focused on the following themes: macroeconomic analysis, finance and economic development; food security and sustainable development; governance and public administration; information and science and technology for development; trade, economic cooperation and regional integration; gender and women in development; subregional activities for development; development planning and administration; statistics; and social development.

18A.6 In order to facilitate further convergence of thematic issues and sectoral priorities in support of attainment of the internationally agreed development goals, including the Millennium Development Goals and the NEPAD objectives, the ECA repositioning (in line with lessons learned thus far) has been appropriately fine-tuned through clustering of the related areas of work and developing enhanced synergies, coherence and complementarities between the respective units. Accordingly, focus has been increased on important sectors such as climate change; intra-African and international trade and globalization; financing for development; and social development. Furthermore, the areas in which complementarities exist between current programme 9, United Nations support for the New Partnership for Africa's Development, and programme 14, Economic and social development in Africa have been clearly identified in order to enhance future programme performance reporting and budgeting. This resulting realignment is fully in line with the overall mandate of ECA to promote the economic and social development of Africa and also responds well to other relevant mandates at the global and regional levels, such as the Copenhagen Accord, the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development, and the outcomes of the 2009 ECA Conference of African Ministers of Finance, Planning and Economic Development.

18A.7 The modalities for implementation will include a combination of knowledge-generation, sharing and networking; advocacy and consensus-building; and advisory services and technical cooperation. ECA delivers these services through economic and social analyses and the preparation of reports to monitor and track the progress of Africa on global and regional commitments; the formulation of policy recommendations, guidelines and standards to support policy dialogue; the organization of policy dialogue to facilitate consensus-building and the adoption of common regional positions on key issues; and capacity-building (technical assistance, group training/workshops/seminars and field projects) to disseminate best practices. A gender perspective will also continue to be mainstreamed across all the subprogrammes as reflected in the programme plan.

18A.8 In implementing the programme, ECA will leverage its comparative strengths to engage a wide range of partners from within and outside the United Nations system in order to maximize the impact of its work. To that end, the Commission will continue to be involved in the work of the Executive Committee on Economic and Social Affairs, as the main vehicle for ensuring policy and operational coherence in United Nations development activities, as well as enhancing collaboration with United Nations Development Group entities. ECA will also continue to build on its existing

partnerships with the African Union, AfDB and other regional organizations, as well as with African civil society and private sector organizations. Inter-agency coordination and collaboration among United Nations system agencies working in Africa will be strengthened through the regional consultation meetings of those agencies convened by ECA in support of the priorities of NEPAD.

18A.9 The programme is under the responsibility of ECA and its five subregional offices, as well as the African Institute for Economic Development and Planning. At the end of the plan period, it is expected that the programme will have contributed to strengthening capacity in member States individually and collectively for effective policy formulation and implementation to address the development challenges that they confront, with particular emphasis on poverty reduction.

18A.10 ECA continues to make notable progress in achieving the objectives of its repositioning exercise, which began in 2006. In particular, ECA subregional offices have been strengthened, and partnerships with other key development organizations operating in Africa improved, notably with the African Union Commission, AfDB and major regional economic communities. After nearly five years of implementing the reform programme, lessons drawn from various reviews and assessments have identified a number of factors that continue to prevent ECA from realizing its full potential as a leading development organization in Africa, including inadequate linkages between analytical and operational activities; inadequate internal collaboration in delivering flagship outputs; and the non-optimal utilization of the skill mix and broad range of experience — sectoral and subregional — available in the Commission. All of the 19 posts (2 P-5, 2 P-4, 2 P-3 and 13 National Officer posts) approved under the terms of General Assembly resolution 63/260 for development-related activities are currently filled.

18A.11 Although attempts to address the above challenges, notably by enhancing collaboration among divisions and subregional offices, have yielded some positive results, the executive management of ECA decided to introduce in October 2010 the concept of "Delivering as One ECA". The concept refers to the collective or joint delivery of flagship outputs (products or services) that are best produced with the intervention of several units (various subprogrammes) of the Commission and that can have high impact on the beneficiaries, notably member States and regional economic communities. To this end, the executive management identified the "big ticket" items, which are cross-cutting issues that lend themselves to contributions from different divisions and subregional offices/African Institute for Economic Development and Planning.

18A.12 The translation of the Delivering as One ECA approach into the ECA proposed programme budget for the biennium 2012-2013 has, understandably, resulted in a substantial increase commission-wide of the number of outputs in the ECA programme of work for the biennium 2012-2013 as compared with that of the 2010-2011 biennium. The increase from a total of 599 legislative outputs for the biennium 2010-2011 to about 700 legislative outputs for 2012-2013 was mainly due to the outcome of the work of the Programme Support Group established by the Executive Secretary with the mandate to retrofit the ECA business plan for 2010-2012 and the "big ticket" issues in the ECA budget submission across the various subprogrammes. The mandate of the programme was also recently elaborated by ECA in its resolution 873 (XLIII).

18A.13 An in-depth review of publications as a part of the programme of work was undertaken in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 18A.3 and as described in the output information for each subprogramme.

Table 18A.3 **Summary of publications**

	2008-2009 actual[a]	*2010-2011 estimate*[a]	*2012-2013 estimate*[a]
Recurrent	20	26	36
Non-recurrent	53	76	71
Total	**73**	**102**	**107**

[a] Estimates include only programmed and carried-forward outputs. Actual includes only implemented and reformulated outputs.

18A.14 The overall resources under this section amount to $118,951,100 before recosting, reflecting a net decrease of $2,815,800, or 2.3 per cent, compared with the revised appropriation for the biennium 2010-2011. The net decrease is as summarized below:

(a) A decrease of $100,000 under policymaking organs, consisting of decreases in non-post resources, relating to other staff costs ($30,000), communications ($50,000), and supplies and materials ($20,000);

(b) A net increase of $15,400 under executive direction and management, consisting of (i) a decrease of $847,500 under post resources due to the outward redeployment of one P-4 post to the ECA Conference Services Section ($328,600) and one P-4 post, four Local level posts and one National Officer post to the Division of Administration, Common Services and Programme Support, which were formerly under the Office of Strategic Planning and Programme Management ($518,900); and (ii) an increase of $862,900 in non-post resources, relating to other staff costs ($29,400), consultants ($43,500), travel of staff ($33,900), contractual services ($100,200), general operating expenses ($159,800), supplies and materials ($96,500), and furniture and equipment ($399,600);

(c) A net decrease of $1,207,200, under programme of work, consisting of a net decrease of $657,200 under post resources due to the outward redeployment of one P-4 post from subprogramme 4, Information and science and technology for development, to the Facilities Management Service, under programme support, and a net decrease of $550,000 in non-post requirements, relating largely to decreases for other staff costs, contractual services, supplies and materials and furniture and equipment, offset by increases for consultants, experts, travel of staff, general operating expenses and grants and contributions;

(d) A net decrease of $1,524,000 under programme support, consisting of (a) an increase of $1,588,000 under post resources due to (i) the inward redeployments of one P-4, one National Officer and four Local level posts from the Office of Strategic Planning and Programme Management (OPM); one P-4, from the Office of the Executive Secretary to the Conference Services Section; one P-4, Language Officer post from the subregional office for North Africa and one P-4, from subprogramme 4; (ii) the reclassification of one post in the Field Service category at the FS-6 level to a P-4 post to head the ECA Telecommunications Services Unit, and the reclassification of one Local level post to a National Officer post for a Facilities Management Officer; and (b) a net decrease of $3,112,000 under non-post resources, consisting of decreases largely for contractual services, general operating expenses, supplies and materials and furniture and equipment, partly offset by increases under other staff costs and travel of staff.

18A.15 The redeployment above is a result of the fine-tuning exercise of the ECA organizational structure carried out at the end of 2009.

18A.16 In the biennium 2012-2013, the projected extrabudgetary resources of $44,773,600, which represent 26.4 per cent of the overall requirements for section 18A, are mobilized mostly from bilateral sources under agreements between ECA and global and regional institutions and organizations concerned with development in Africa. The resources will complement resources from the regular budget to finance technical cooperation activities in the broad priority areas, including building capacity to meet the Millennium Development Goals, integrated water resources management, improving good governance systems, harnessing information and communications technology for socio-economic development, strengthening capacity in relation to trade negotiations, integrating gender concerns into development policies and programmes and providing support to member States and the regional economic communities in the implementation of NEPAD. The projected increase of $8,770,800 in extrabudgetary resources compared with the 2010-2011 biennium is based on results expected from the ECA repositioning exercise and the institution of an appropriate strategy for the mobilization of extrabudgetary resources. The number of posts to be financed from extrabudgetary resources in the 2012-2013 biennium is estimated at 114, as reflected in table 18A.6, which is 15 fewer than the posts financed in the 2010-2011 biennium. Increases for the biennium 2012-2013 are projected under non-post resources, relating largely to enhancing the capacity of member States in various areas; strengthening the position and participation of Africa in international trade negotiations; intensifying analytical work in priority areas; enhancing the development and dissemination of knowledge tools; and generating common positions in order to accelerate the implementation of priority commitments identified under NEPAD and by the World Summit on Sustainable Development, among others. The outputs in support of the proposed programme of work are described under the various subprogrammes.

18A.17 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation are estimated at $3,250,300, representing 268.8 work months estimated at $2,397,500 for staff and $852,800 for non-post requirements. This amount consists of $2,536,300 from the regular budget and $714,000 financed from extrabudgetary resources.

18A.18 The percentage distribution of total resources under this section for the biennium 2012-2013 is shown in table 18A.4.

Table 18A.4 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Policymaking organs	0.5	—
B. Executive direction and management	9.2	5.0
C. Programme of work		
1. Macroeconomic analysis, finance and economic development	5.7	4.5
2. Food security and sustainable development	4.3	29.1
3. Governance and public administration	5.1	7.6
4. Information and science and technology for development	5.1	7.6
5. Trade, economic cooperation and regional integration	3.9	10.3
6. Gender and women in development	2.9	10.0
7. Subregional Activities for Development		
(a) Component 1: subregional activities in North Africa	4.4	1.3
(b) Component 2: subregional activities in West Africa	4.8	1.5
(c) Component 3: subregional activities in Central Africa	4.9	1.3
(d) Component 4: subregional activities in East Africa	4.8	1.3
(e) Component 5: subregional activities in Southern Africa	4.9	0.2
8. Development planning and administration	0.8	—

Component	*Regular budget*	*Extrabudgetary*
9. Statistics	4.4	2.1
10. Social development	1.9	3.0
Subtotal	**67.6**	**84.8**
D. Programme support	32.4	15.2
Total	**100.0**	**100.0**

Table 18A.5 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2008-2009 expenditure*	*2010-2011 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2012-2013 estimate*
			Amount	*Percentage*			
A. Policymaking organs	540.6	733.2	(100.0)	(13.6)	633.2	98.3	731.5
B. Executive direction and management	9 780.8	10 966.3	15.4	0.1	10 981.7	208.3	11 190.0
C. Programme of work	62 203.1	70 022.6	(1 207.2)	(1.7)	68 815.4	1 400.2	70 215.6
D. Programme support	35 116.2	40 044.8	(1 524.0)	(3.8)	38 520.8	4 285.1	42 805.9
Subtotal (1)	**107 640.8**	**121 766.9**	**(2 815.8)**	**(2.3)**	**118 951.1**	**5 991.9**	**124 943.0**

(2) *Extrabudgetary*

	2008-2009 expenditure	*2010-2011 estimate*	*2012-2013 estimate*
A. Policymaking organs	—	—	—
B. Executive direction and management	1 729.8	2 821.8	2 235.5
C. Programme of work	14 356.7	27 080.5	35 711.4
D. Programme support	5 438.8	6 100.5	6 826.7
Subtotal (2)	**21 525.3**	**36 002.8**	**44 773.6**
Total (1) and (2)	**129 166.1**	**157 769.7**	**169 716.6**

Table 18A.6 **Post requirements**

Category	Established regular budget posts		Temporary posts: Regular budget		Temporary posts: Extrabudgetary		Total	
	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013	2010-2011	2012-2013
Professional category and above								
USG	1	1	—	—	—	—	1	1
D-2	1	1	—	—	—	—	1	1
D-1	15	15	—	—	2	2	17	17
P-5	42	42	—	—	8	5	50	47
P-4/3	146	147	—	—	26	20	172	167
P-2/1	29	29	—	—	3	2	32	31
Subtotal	**234**	**235**	**—**	**—**	**39**	**29**	**273**	**264**
Other categories								
Local level	304	303	—	—	89	83	393	386
Field Service	2	1	—	—	—	—	2	1
National Officer	13	14	—	—	1	2	14	16
Subtotal	**319**	**318**	**—**	**—**	**90**	**85**	**409**	**403**
Total	**553**	**553**	**—**	**—**	**129**	**114**	**682**	**667**

A. Policymaking organs

Resource requirements (before recosting): $633,200

18A.19 By its resolution 826 (XXXII), the Commission established the structure and functioning of its intergovernmental machinery, comprising the Conference of African Ministers responsible for Economic and Social Development and Planning and its Technical Committee of the Whole, as well as the Conference of African Ministers of Finance, convened biennially in alternate years, and the seven functional and sectoral subsidiary organs of the Commission. At its thirty-fourth session, in 2001, the Commission decided that the Conferences should be merged and henceforth meet annually. With the repositioning exercise of ECA which began in 2006, the subsequent institutional changes involved a review of the Commission's intergovernmental machinery which resulted in the elimination of overlapping bodies, creation of new organs and greater congruence between the intergovernmental bodies of ECA and those of the African Union. Consequently, the intergovernmental machinery of ECA now consists of organs focused on overall development issues at the subregional and regional levels and several subsidiary organs composed of experts. The approved organs are enumerated in the two broad clusters below.

1. Organs dealing with overall development issues

Conference of African Ministers of Finance, Planning and Economic Development and its Committee of Experts

18A.20 The Conference of African Ministers of Finance, Planning and Economic Development provides the legislative mandate and policy guidance to the work of the Commission, considers and endorses the work programme of the ECA secretariat, serves as a forum for articulating the

position of Africa on development issues on the agenda of the United Nations and decides on the recommendations of its subsidiary bodies and of the Executive Secretary.

18A.21 Since 2001, the Conference of Ministers has met on an annual basis. Its Committee of Experts meets prior to the Conference and provides it with technical support. The Bureaux of both bodies comprise a representative of each of the five subregions of the continent, namely, North Africa, East Africa, Southern Africa, West Africa and Central Africa, and consist of a chairman, three vice-chairmen and a rapporteur.

Intergovernmental Committee of Experts of subregional offices of the Economic Commission for Africa

18A.22 The Intergovernmental Committee of Experts of each of the five ECA subregional offices meets annually prior to, and reports to, the Conference of African Ministers of Finance, Planning and Economic Development. Each Committee oversees the overall formulation and implementation of the programme of work and priorities of the respective subregional office and makes recommendations on issues concerning economic and social development in the subregion concerned and on the promotion and strengthening of subregional economic cooperation and integration. Whenever the need arises, meetings are held back-to-back with major ministerial conferences of the regional economic communities in order to provide a platform for subregional ministerial caucuses to address specific subregional development challenges. The outcomes of such meetings are brought to the attention of the Conference of African Ministers of Finance, Planning and Economic Development.

2. Functional and sectoral subsidiary organs of the Commission

Committee on Women and Development

18A.23 The role of the Committee on Women and Development as an advisory forum of experts and policymakers is to provide guidance to the Commission in its work on the importance of gender equality and the role of women in development. It also provides a platform for advocacy and for assessing follow-up and implementation by the African Governments of the global and regional platforms for action for the advancement of women. In particular, it addresses issues relating to the economic empowerment of women, protection of their legal and human rights and their increased access to education and health. It meets on a biennial basis.

Committee on Development Information, Science and Technology

18A.24 The Committee on Development Information, Science and Technology aims to strengthen the role of the Commission in assisting its member States to develop their national information and communication infrastructure and to integrate science and technology in their development programmes and strategies by bringing together experts and policymakers to provide it with advice in that regard. The Committee is composed of experts in such fields as planning, information and communications technology, geoinformation systems and science and technology. The Committee meets biennially.

Committee on Food Security and Sustainable Development

18A.25 The Committee on Food Security and Sustainable Development serves as a forum of experts that provides advice to the Commission in the interlinked areas of food security and environment. In this regard, it provides a platform for advocacy and assessment of follow-up activities by the Governments of African countries to regional and global plans of action, such as relevant decisions

and outcomes of the World Summit on Sustainable Development. The Committee meets on a biennial basis.

Committee on Human and Social Development

18A.26 The mission of the Committee on Human and Social Development is to promote human and social development in African countries. The Committee conducts development and follow-up activities pertaining to global conferences and regional action programmes. It reviews major trends and issues of regional interest regarding human and social development. The Committee meets biennially.

Committee on Trade, Regional Cooperation and Integration

18A.27 The Committee on Trade, Regional Cooperation and Integration promotes the implementation of measures designed to strengthen economic cooperation and integration among African countries. It coordinates and harmonizes economic policies among African countries as a prerequisite for accelerating regional economic integration. In view of the importance of trade in regional cooperation and integration, the Committee also focuses on intra-African and international trade. It comprises experts in the field of international trade and integration drawn from Governments and the private sector. The Committee meets on a biennial basis.

Committee on Governance and Popular Participation

18A.28 The objective of the Committee on Governance and Popular Participation is to provide guidance on the establishment of an enabling environment for sound economic and corporate governance in Africa. The Committee focuses on interventions needed to enhance democratic governance practices, promote the adoption of human rights international standards, improve post-conflict management, mainstream the role of civil society and encourage the private sector development. The Committee meets on a biennial basis.

Committee on Statistics

18A.29 The Committee on Statistics, composed of experts and policymakers in the field of statistics, is responsible for providing strategic direction to the work of the Commission on statistical development in Africa. The Committee meets on a biennial basis.

18A.30 With the exception of the Commission, which meets in a seven-day annual session, all intergovernmental organs of the Commission meet for a duration of from three to six days.

Table 18A.7 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Non-post	733.2	633.2	—	—
Total	**733.2**	**633.2**	**—**	**—**

18A.31 The resource requirements in the amount of $633,200 provide for temporary assistance for the meetings, overtime, communications and supplies and materials required for servicing the sessions of the Commission and its subsidiary bodies. The provision is based on a recent expenditure trend resulting in a decrease of $100,000.

B. Executive direction and management

Resource requirements (before recosting): $10,981,700

18A.32 Executive direction and management comprises the Office of the Executive Secretary, the Office of Strategic Planning and Programme Management and the Information and Communication Service.

18A.33 The Office of the Executive Secretary provides overall strategic direction and leadership for the efficient management and effective implementation of the ECA programme of work while ensuring the optimal use of resources. The Executive Secretary and the Deputy Executive Secretary work together to provide strategic direction, policy guidance and leadership to the formulation of regional strategies and programmes in line with the priorities of NEPAD, the Millennium Development Goals and other regional and international development commitments.

18A.34 The Office maintains and manages effective partnerships and collaboration with major African continental organizations, in particular the African Union and AfDB, the regional economic communities and other key stakeholders in order to promote synergies in policies and activities in respect of major regional development issues and concerns for Africa. It fosters African ownership and policy consensus-building on emerging and urgent development issues facing the continent, and promotes policy advocacy on Africa in the international community. The Office promotes the effective coordination of the role of the United Nations in Africa by holding regular consultations with organizations of the United Nations system working in Africa to promote concerted action on activities of the United Nations system in the region. It also strengthens collaboration with the other regional commissions with a view to sharing experiences and coordinating and harmonizing actions on issues of mutual and collective interest.

18A.35 Furthermore, the Office will introduce a new initiative, the senior research fellowship scheme, the primary objective of which is to establish and promote an interface between the work of the Commission and policymakers and academics working in the same areas. The programme will develop a network of fellows whose work will contribute to ECA knowledge management activities whereby material and inputs will be used for policy analysis and decision-making.

18A.36 The Office of the Executive Secretary also provides policy direction in regard to the organization of the annual session of the Commission and ensures effective action on the resolutions and decisions of the Commission, the Economic and Social Council and other intergovernmental organizations, with particular emphasis on the priorities set out in NEPAD and the Millennium Development Goals. It provides policy guidance to the five ECA subregional offices to ensure that they are responsive to the needs of member States and their major intergovernmental institutions, including the regional economic communities. In addition, it ensures that there are effective synergies between them and the substantive divisions at ECA headquarters, to deliver as one. The Office also oversees and coordinates the contribution of the Commission to the effective functioning of the tripartite Joint Secretariat partnership between ECA, AfDB and the African Union under the aegis of the tripartite Joint Secretariat Support Office. Through the Joint Secretariat Support Office, the Office of the Executive Secretary works closely with its leading regional institutional partners (AfDB and the African Union Commission) on the implementation of a number of special initiatives, such as the African Development Forum, the Coalition for Dialogue on Africa, the Strategic Partners Forum, the mutual accountability process and the high-level policy forums designed to reinforce the work of ECA and thus provide further impetus to Africa's development agenda. At the same time, the Office of the Executive Secretary assists in servicing the meetings of the Joint Secretariat and its related working groups and in enhancing liaisons and processes of institutional cooperation, as well as in monitoring progress being made in the implementation of the Joint Secretariat programmes and special initiatives. It also plays a critical leadership and oversight role in terms of ECA support to the African Peer Review

Mechanism and the overall NEPAD process. It leads the resource mobilization efforts of ECA in the context of the ECA partnership agenda and ensures that the resources mobilized are put to effective use in advancing the development of Africa.

18A.37 The Office of Strategic Planning and Programme Management supports and advises the Executive Secretary on overall strategic issues, priorities and policies in the areas of programme planning, implementation, monitoring and evaluation of the subprogrammes' activities, and reporting on the implementation of the programme of work of the Commission. The Office promotes the culture of results-based management and quality assurance through the issuance of operational guidelines and the provision of programme-related training activities. In particular, the Office ensures timely and evidence-based reporting through an online reporting system, the Integrated Monitoring and Documentation Information System, as a basis for its coordination of ECA (a) programme performance and management review meetings; (b) programme performance reports; (c) inputs to the annual report of the Secretary-General on the work of the Organization; and (d) reports to intergovernmental and oversight bodies. The Office also guides and coordinates the planning of the programme of work of the Commission, including preparation of the strategic framework and the programme budget. As part of its strategic role, the Office coordinates the preparation and servicing of the annual session of ECA and its Committee of Experts and ensures follow-up to the decisions of the Commission. The Office also serves as a coordination and liaison node on programmatic issues with the other Secretariat departments (in particular the regional commissions) through the Regional Commissions New York Office. Furthermore, the Quality Assurance Section of the Office of the Executive Secretary provides leadership to ECA in that area through the introduction and harmonization of quality-assurance task processing guidelines across ECA, building on existing as well as novel practices, procedures and processes. More specifically, the Office works towards enhancing the impact of ECA analytical and advisory activities on its fundamental objective to foster the economic and social development of African countries by assuring that the activities are of the highest quality and reflect best practices at the time of delivery. The scope of the activities of the Office in that respect covers the two main types of analytical and advisory activities carried out by ECA, namely, normative and analytical research activities, and technical assistance or operational activities, including advocacy and consensus-building. The Office disseminates knowledge on quality-assurance practices at ECA through biannual hearings on quality and an annual report on the issue.

18A.38 The Information and Communication Service provides drafting, editing, dissemination and communication advice and services for the activities of ECA corporate, divisional and subregional offices; facilitates communications between ECA and its key constituents and regional and international partners as well as the media; raises awareness of ECA policy positions on Africa's core development challenges and the steps needed to address them; and disseminates and ensures visibility of ECA work to stakeholders and partners.

18A.39 The Partnership and Technical Cooperation Office coordinates the ECA partnerships and technical cooperation programme. The Office also manages technical cooperation projects and funds; builds and maintains partnerships between ECA and its development partners and mobilizes extrabudgetary resources; provides guidance and support to the substantive divisions and subregional offices in developing higher quality demand-driven technical cooperation projects that are clearly linked to the Commission's normative and analytical work and that clearly feed into the achievement of the Commission's expected accomplishments; and handles project appraisal, monitoring and evaluation of technical cooperation projects. Other activities include support in the mobilization of technical assistance and financial resources for technical cooperation projects; development and implementation of a fund-raising strategy to broaden the funding base for technical cooperation; organization of consultative meetings with partners and donors; review and finalization of project documents; and preparation of specific grant agreements in line with donor specifications.

18A.40 Resources to strengthen ECA business continuity management of its critical operations at all times, including when ECA faces risks, such as the threat of a pandemic, the localized, sudden onset of disaster, technological failures, or military or terrorist-related incidents, are included under this heading. ECA is working on strengthening both its pandemic and business continuity plans.

Table 18A.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure effective implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively managed	(a) (i) Timely delivery of outputs and services *Performance measures* 2008-2009: 93 per cent of output delivery within established deadlines Estimate 2010-2011: 100 per cent of output delivery within established deadlines Target 2012-2013: 100 per cent of output delivery within established deadlines (ii) Efficient and effective use of resources *Performance measures* 2008-2009: 100 per cent of budget delivery Estimate 2010-2011: 100 per cent of budget delivery Target 2012-2013: 100 per cent of budget delivery
(b) Increased timeliness of submission of documentation	(b) Increased percentage of pre-session documents submitted in accordance with the required deadline *Performance measures* 2008-2009: 88 per cent Estimate 2010-2011: 90 per cent Target 2012-2013: 95 per cent

(c) Identification of emerging issues that require attention by member States	(c) Percentage of emerging issues identified by ECA for which recommendations made by intergovernmental bodies *Performance measures* 2008-2009: 80 per cent Estimate 2010-2011: 90 per cent Target 2012-2013: 90 per cent
(d) Enhanced policy coherence in the management of the economic and social activities of the United Nations	(d) Number of joint programmes implemented by the Regional Consultation Mechanism clusters in support of NEPAD programmes at the regional level *Performance measures* 2008-2009: 12 joint programmes implemented Estimate 2010-2011: 14 joint programmes implemented Target 2012-2013: 16 joint programmes implemented
(e) Mobilization and promotion of public information on the role of ECA in the African region	(e) (i) Increased media coverage of ECA activities *Performance measures* 2008-2009: 600 media articles Estimate 2010-2011: 800 media articles Target 2012-2013: 1,000 media articles (ii) Increased usage of ECA public information products *Performance measures* 2008-2009: 17,293,722 web visits and downloads Estimate 2010-2011: 20,550,000 web visits and downloads Target 2012-2013: 22,500,000 web visits and downloads

(f) Build new, and strengthen existing, partnerships and broaden the extrabudgetary resource base of ECA	(f) Strong partnerships and increased availability of predictable and long-term, extrabudgetary resources *Performance measures* 2008-2009: $24,000,000 in extrabudgetary resources Estimate 2010-2011: $36,000,000 in extrabudgetary resources Target 2012-2013: $44,500,000 in extrabudgetary resources

External factors

18A.41 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that the stakeholders will fulfil their responsibilities and obligations.

Outputs

18A.42 During the biennium 2012-2013, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

ECA Conference of African Ministers of Finance, Planning and Economic Development:

(i) Substantive servicing of meetings: forty-fifth and forty-sixth sessions of the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts (8);

(ii) Parliamentary documentation: annual report on ECA (2); ECA programme performance report for the biennium 2012-2013 (1); ECA proposed programme budget for the biennium 2014-2015 (1); ECA proposed strategic framework for the biennium 2014-2015 (1); issues paper (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: ECA business plan 2013-2015 (1); ECA technical cooperation report (2);

(ii) Exhibits, guided tours, lectures: briefings and presentations of ECA flagship and major publications to key stakeholders and the media (1);

(iii) Booklets, fact-sheets, wallcharts, information kits: ECA partners profile; strategic policy papers on key emerging issues; production of regular public information materials for internal and external users (1); preparation and publication of speeches, commentaries, articles delivered by the Executive Secretary (1);

(iv) Press releases, press conferences: organization of press conferences of the Executive Secretary and other senior officials of ECA (1); press releases in English and French on ECA meetings and activities and on information received from the Department of Public Information, other United Nations offices and specialized agencies (1);

(v) Special events: African Development Forum (1); strategic partners forums (1); United Nations Day and other observances (1);

(vi) Technical material: databank of research findings as knowledge resource and inputs for policy analysis and decision-making (1); provision of corporate services for the development, updating and maintenance of the ECA internal and external websites in English and French (1); production of CDs, USB flash disks and other media storage for all major reports and events (1);

(vii) Audio-visual resources: electronic, audio and video issuances, including production of recorded interviews, dispatches, documentaries and feature packages for use in radio and television programmes or for webcasts in English, Arabic or French related to ECA flagship and major thematic outputs and conferences (1);

(viii) Contribution to joint outputs: issues-based capacity-building/development programme of African communicators, in collaboration with the African Union Commission, including media practitioners, in reporting on NEPAD, ECA and African Union Commission policy positions on Africa's core development challenges (1); functional support to the effective functioning of the tripartite Joint Secretariat partnership between ECA, the African Union and AfDB, as well as to the activities of the Coalition for Dialogue on Africa (1);

(c) Technical cooperation (extrabudgetary):

Fellowships and grants: fellows/visiting scholars/interns to support the senior research fellowship scheme initiative to establish and promote an institutionalized research enterprise and culture (1);

(d) Conference services, administration, oversight (regular budget/extrabudgetary):

(i) Internal oversight services: evaluation of managerial, operational and policy issues (1);

(ii) Evaluations: organization of project monitoring and evaluation; coordination and implementation of self-evaluation plans at the subprogramme level; preparation of budget performance reports for internal use and for subsequent submission to Headquarters; quality assessments of meetings of intergovernmental and experts bodies, as well as other major meetings; and other substantive activities, including flagship publications (1);

(iii) Management reviews: servicing of periodic programme performance and management review meetings, including preparation of programme performance reports at the subprogramme level; joint financial arrangement project review forums; annual report on quality at ECA (2).

Table 18A.9 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	9 562.5	8 715.0	45	38
Non-post	1 403.8	2 266.7	—	—
Subtotal	**10 966.3**	**10 981.7**	**45**	**38**
Extrabudgetary	2 821.8	2 235.5	15	9
Total	**13 788.1**	**13 217.2**	**60**	**47**

18A.43 The resource requirements under posts estimated at $8,715,000, provide for 38 posts (1 USG, 1 D-2, 2 D-1, 5 P-5, 8 P-4, 6 P-3 and 15 LL). The decrease of $847,500 is due to outward redeployment to programme support of (a) one P-4 post, from the Office of the Executive Secretary to the Conference Services Section ($328,600); and (b) one P-4 post, four Local level posts and one National Officer post from the Office of Strategic Planning and Programme Management to the Division of Administration, Common Services and Programme Support, resulting from the fine-tuning of the ECA organizational restructuring, with a view to strengthening the overall substantive and administrative work programme of ECA, thereby fully incorporating the budget management functions that were formerly under the Office of Strategic Planning and Programme Management ($518,900).

18A.44 The amount of $2,266,700 for non-post requirements, relates to other staff costs, consultants, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The increase of $862,900 is due largely to requirements for the ECA business continuity programme and provides, inter alia, for additional requirements under other staff costs for general temporary assistance for one P-3 position for business continuity and overtime, resulting from the increment in the General Service category salary scales, consultants, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment.

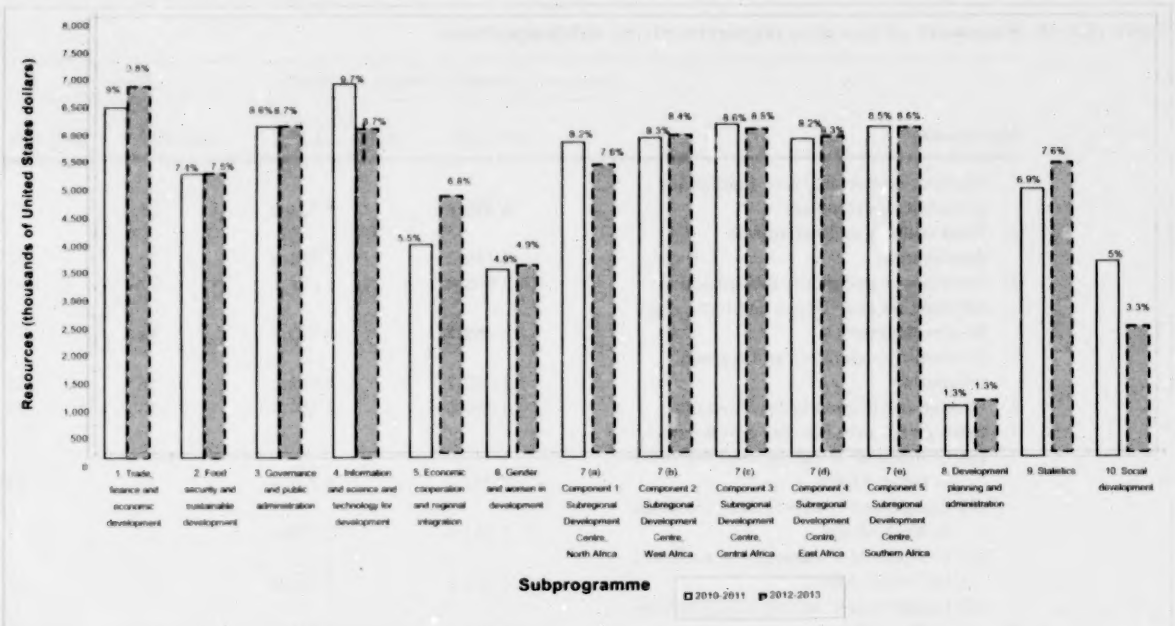
18A.45 The extrabudgetary resources of $2,235,500, to be provided through bilateral agreements and programme support to be earned, will be used, inter alia, to provide support services for substantive programmes and projects in the areas of conceptualization, formulation, monitoring and evaluation, as well as for the preparation of periodic progress reports on the African Union Commission, and to monitor progress of each of the initiatives and the implementation of efficient monitoring and management tools for effective control and utilization of extrabudgetary resources. They will most specifically be used to implement related training on monitoring and evaluation and to organize meetings of the Partners Forum to ensure that donors and partners, both current and potential, are able to appraise fully the efficiency and transparency of ECA in delivering agreed programmes and project outputs. Utilization of extrabudgetary resources will also provide for organization of the Joint Financing Agreement Forum to review performance of the implementation of the agreed programmes and projects, implementation of the training plan on results-based management; implementation of quality-assurance activities; and communications support to substantive thematic areas of the work programme and extrabudgetary projects, including the African Development Forum.

C. Programme of work

Table 18A.10 **Summary of resource requirements by subprogramme**

Subprogramme	*Resources (thousands of United States dollars)*		*Posts*	
	2010-2011	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
1. Macroeconomic analysis, finance and economic development	6 333.9	6 731.0	26	27
2. Food security and sustainable development	5 149.1	5 161.0	23	23
3. Governance and public administration	5 998.0	6 021.1	27	27
4. Information and science and technology for development	6 769.7	5 973.3	40	37
5. Economic cooperation and regional integration	3 857.7	4 662.2	16	19
6. Gender and women in development	3 399.6	3 391.4	13	13
7. Subregional activities for development				
(a) Component 1: subregional activities in North Africa	5 711.1	5 229.6	23	22
(b) Component 2: subregional activities in West Africa	5 785.4	5 750.6	22	22
(c) Component 3: subregional activities in Central Africa	6 025.6	5 865.4	22	22
(d) Component 4: subregional activities in East Africa	5 763.1	5 719.5	22	22
(e) Component 5: subregional activities in Southern Africa	5 965.4	5 880.0	25	25
8. Development planning and administration	905.0	923.7	—	—
9. Statistics	4 838.5	5 238.6	23	25
10. Social development	3 520.5	2 268.0	12	8
Subtotal	**70 022.6**	**68 815.4**	**294**	**292**
Extrabudgetary	27 080.5	35 711.4	57	47
Total	**97 103.1**	**104 526.8**	**351**	**339**

Regular budgetary resource requirements by subprogramme



Subprogramme 1
Macroeconomic analysis, finance and economic development

Resource requirements (before recosting): $6,731,000

18A.46 The activities under this subprogramme are under the responsibility of the Economic Development and NEPAD Division. The subprogramme will focus on applied research, knowledge-sharing and the provision of advisory services and policy recommendations to member States with a view to addressing the challenges of achieving increased economic growth for sustainable development. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 14 of the strategic framework for the period 2012-2013.

Table 18A.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote policies, strategies and programmes for high-level and gender-sensitive sustainable growth, employment creation and poverty eradication within the context of Millennium Development Goals, NEPAD and other internationally agreed development goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved design, implementation and monitoring of sound macroeconomic and sectoral policies consistent with the priorities of NEPAD and the Millennium Development Goals, by member States	(a) Increased number of member States that apply macroeconomic and sectoral policies consistent with the priorities of NEPAD and the Millennium Development Goals in their design, implementation and monitoring of such policies *Performance measures* 2008-2009: 17 member States Estimate 2010-2011: 23 member States Target 2012-2013: 28 member States
(b) Increased capacity of member States to mobilize domestic and external resources for development	(b) Increased number of measures and initiatives taken by African countries to mobilize development financing *Performance measures* 2008-2009: 2 measures and initiatives Estimate 2010-2011: 6 measures and initiatives Target 2012-2013: 8 measures and initiatives
(c) Enhanced regional and national capacity to design, implement and monitor economic and social policies and programmes for achieving the Millennium Development Goals, with particular emphasis on the least developed countries	(c) Increased number of regional and national policymaking bodies that apply lessons learned in designing, implementing and monitoring social and economic policies *Performance measures* 2008-2009: 15 policymaking bodies that apply lessons learned Estimate 2010-2011: 20 policymaking bodies that apply lessons learned Target 2012-2013: 25 policymaking bodies that apply lessons learned

External factors

18A.47 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national policymakers will be supportive of the ECA efforts and will extend full cooperation to ECA for the incorporation of growth-enhancing policies in their national policies; (b) the development partners will honour their commitments contained, inter alia, in the Group of Eight (G-8) plan of action, the Monterrey Consensus and the United Nations Millennium Declaration; and (c) the global macroeconomic and political environment will not deteriorate.

Outputs

18A.48 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) ECA Conference of African Ministers of Finance, Planning and Economic Development: parliamentary documentation, including reports to the Conference of Ministers on assessing progress in Africa towards the Millennium Development Goals (2); recent economic and social developments in Africa (2) and the implementation of the Monterrey Consensus on financing for development in Africa (2);

(ii) Ad hoc expert groups: building economic resilience in African least developed countries to respond to climate change (1); capital markets development for productive investment in Africa (1); external peer review of the Economic Report on Africa (2); financing small- and medium-scale industries in Africa (1);

(iii) Assistance to representatives, rapporteurs: functional support to member States, regional economic communities, the African Union and its NEPAD programme in the context of the United Nations 10-year capacity-building programme for the African Union, the multi-year programmes and the Millennium Development Goals (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: assessing progress towards the Millennium Development Goals in Africa (2); Economic Report on Africa (2);

(ii) Non-recurrent publications: assessment report on availability and utilization of harmonized knowledge management resources in the region (1); strengthening of economic resilience in African least developed countries to respond to climate change (1); development of capital markets for productive investment in Africa (1); financing of small- and medium-scale industries in Africa (1); implications of climate change on Africa's growth and development (1); policies for promoting green economy in Africa (1); finance and investment in Africa (1);

(iii) Technical material: database on economic profiles of African countries (1); policy briefs on emerging issues and challenges of relevance to Africa's growth and development (6); virtual knowledge networks and management of thematic workspaces for communities of practice (1);

(iv) Contribution to joint outputs: contribution to the meetings of the thematic clusters of the Regional Coordination Mechanism for Africa (1); functional support to the enhancement of South-South cooperation (1); functional support to the joint African Union-ECA-United Nations Industrial Development Organization Conference of African Ministers of Industry (2); input papers to *World Economic Situation and Prospects* (2); input to *African Economic Outlook* (2); mutual review of development

effectiveness (1); report of the Secretary-General on least developed countries (1); forecasts of major African countries for Project LINK (2);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Training courses, seminars and workshops: on the theme "Achieving the health Millennium Development Goals: an economic perspective" (1); seminar on the implications of climate change on Africa's growth and development (1); symposiums on the joint ECA/African Development Bank Annual Conference of African Economists (2);

(ii) Field projects: (a) building the capacity of member States and regional economic communities, in respect of policies to promote the green economy (1), designing national and regional strategies consistent with NEPAD and the Millennium Development Goals through meetings of the African Learning Group on Poverty Reduction Strategies and the Millennium Development Goals (1), and industrial development in Africa and the enhancement of South-South cooperation (1); and (b) strengthening knowledge management at the regional and subregional levels for greater development impact in Africa (1).

Table 18A.12 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	5 735.5	6 117.3	26	27
Non-post	598.4	613.7	—	—
Subtotal	**6 333.9**	**6 731.0**	**26**	**27**
Extrabudgetary	2 548.1	2 023.0	—	—
Total	**8 882.0**	**8 754.0**	**26**	**27**

18A.49 The resource requirements of $6,117,300 provides for 27 posts (1 D-1, 4 P-5, 4 P-4, 6 P-3, 4 P-2 and 8 Local level). The net increase of $381,800 results from redeployments, as follows: (a) inward redeployments relating to: (i) one P-5 post and three P-3 posts for the Millennium Development Goals/least developed countries section to carry out functions on social development previously placed under subprogramme 10; and (ii) one P-4 post and one Local level post, from subprogramme 5, to carry out activities related to NEPAD which were previously under subprogramme 5; and (b) outward redeployments relating to one P-5, two P-3, one P-2 and one Local level posts to subprogramme 5 to carry out functions related to the trade component of the former subprogramme 1, which has been moved to the reconfigured subprogramme 5. The amount of $613,700 for non-post requirements will provide for other staff costs, consultants and experts, travel of staff and contractual services. The net increase of $15,300 is associated with the inward redeployment of post requirements for overtime, consultants and travel of staff offset by reduced requirements for external printing resulting from more efficient use of resources.

18A.50 The extrabudgetary resources of $2,023,000, which are to be funded from bilateral sources, are for operational activities designed to: (a) enhance the capacity of member States in the design, implementation and monitoring of sound macroeconomic and sectoral policies; and (b) increase the capacity of member States to mobilize domestic and external resources for development. Those resources will finance the production of key outputs, such as the Economic Report on Africa

(1 report each in 2012 and 2013), and of input papers for African Economic Outlook, which are important elements of the work programme. The estimated extrabudgetary resources will ensure the provision by ECA of advisory services to member States; the utilization of expertise and consultancy services to ensure maximum efficiency in reaching and addressing the concerns expressed by African countries in such areas as finance and investment in Africa, capital market development for productive investment in Africa and policies for promoting the green economy in Africa; the holding of ad hoc expert group meetings; the undertaking of country assessment studies; the production of several publications; the substantive servicing of inter-agency meetings; and the organization of the annual conferences of African economists and of training workshops.

Subprogramme 2
Food security and sustainable development

Resource requirements (before recosting): $5,161,000

18A.51 The activities under this subprogramme are under the responsibility of the Food Security and Sustainable Development Division. In response to the sustainable development challenges in Africa identified in the 2005 World Summit Outcome, the Plan of Implementation of the World Summit on Sustainable Development ("Johannesburg Plan of Implementation") and the NEPAD framework, the strategy of the subprogramme will continue to emphasize policies and strategies for structural agricultural transformation and food security within a perspective of regional cooperation and integration, with a particular focus on land, water, forests, urban-rural linkages and human settlements and climate change. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 14 of the strategic framework for the period 2012-2013.

Table 18A.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote food security and sustainable development, including addressing the challenge of climate change in Africa in accordance with the priorities of the African Union and its NEPAD programme, and the Johannesburg Plan of Implementation

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity and engagement at the national, subregional and regional levels to develop and implement appropriate policies, strategies and programmes for achieving food security and sustainable development	(a) Increased number of subregional and regional partnership agreements and technical cooperation programmes to develop and implement policies, strategies and programmes that achieve food security and sustainable development *Performance measures* 2008-2009: 6 partnership agreements and technical cooperation programmes Estimate 2010-2011: 8 partnership agreements and technical cooperation programmes Target 2012-2013: 12 partnership agreements and technical cooperation programmes

(b) Improved capacity of member States to mainstream climate change into development policies, strategies and programmes	(b) Increased number of member States assisted by the subprogramme that mainstream climate change into development frameworks and policies *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 4 member States Target 2012-2013: 10 member States

External factors

18A.52 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and other key partners will remain committed to the core principles and priorities of the NEPAD programme and the Johannesburg Plan of Implementation; (b) member States and regional communities will be effective partners of ECA in its efforts to improve capacity and engagement at the national, subregional and regional levels for developing and implementing appropriate policies, strategies and programmes for achieving food security and sustainable development; and (c) member States will effectively partner with the Commission in its efforts to enhance institutional and human capacity to mainstream climate change in development policies, strategies and programmes.

Outputs

18A.53 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: eighth session of the Committee on Food Security and Sustainable Development (4);

(ii) Parliamentary documentation: reports to the Committee on Food Security and Sustainable Development on the development and promotion of strategic agricultural commodity value chains for food security and sustainable development in Africa (1) and on the status of food security in Africa (1); and report to the Committee on Food Security and Sustainable Development and the Africa Regional Implementation Meeting on progress of implementation of outcomes of major sustainable development summits (1);

(iii) Ad hoc expert groups: assessment of biodiversity, biotechnology, forests, mountains and tourism in Africa, in preparation for the twentieth session of the Commission on Sustainable Development (2012) (1); external peer review of the fifth issue of the sustainable development report on Africa (1); rethinking African agriculture and rural transformation in the new global context: challenges, opportunities and policies options (2012) (1); subregional assessment for the development and promotion of strategic agricultural commodities value chains in Africa (1);

(iv) Assistance to representatives, rapporteurs: functional support to member States, regional economic communities and the African Union and its NEPAD programme in the context of the United Nations 10-year capacity-building programme for the African Union, the multi-year programmes and the Millennium Development Goals (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: fifth issue of the Sustainable Development Report on Africa (1);

(ii) Non-recurrent publications: compendium of thematic review reports on biodiversity, biotechnology, forests, mountains and tourism, in preparation for the twentieth session of the Commission on Sustainable Development (1); report on the subregional assessment of selected strategic agricultural commodities value chains (1); report on the assessment of representative farming systems in Africa, including Africa's agricultural and rural transformation in the new global context, and challenges, opportunities and policy options (1);

(iii) Technical material: developing state-of-the-art analytical tools for improved decision-making and informed debate on agriculture and rural transformation in Africa (1); maintaining and managing regional agricultural market information systems in Africa (1); support to member countries in the establishment of knowledge management platforms on trade and environment, to be jointly implemented with the African Trade Policy Centre (1);

(iv) Contribution to joint outputs: Africa Regional Implementation Meeting for the twentieth and twenty-first sessions of the Commission on Sustainable Development (1); contribution to the meetings of the thematic clusters of the Regional Coordination Mechanism for Africa (2); reports to the United Nations Conference on Sustainable Development to be held in 2012 (Rio+20): Africa consensus statement to Rio+20 (1); the green economy in the context of sustainable development and poverty reduction in Africa (1); new and emerging challenges (1); regional review on progress in the implementation of sustainable development commitments (1); subregional reviews on progress in the implementation of sustainable development commitments (1); and institutional frameworks for sustainable development (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services, upon request, to Member States, regional economic communities, the African Union and its NEPAD programme in the area of promoting food security and sustainable development including climate change in the context of the United Nations 10-year capacity-building programme for the African Union, the multi-year programmes and the Millennium Development Goals (2);

(ii) Field projects: strengthening capacity of member States and regional and subregional organizations for land policy formulation and implementation in Africa through the joint African Union/ECA/AfDB land policy initiative (2); strengthening the capacity of member States and regional and subregional entities to develop and implement policies and programmes on climate change and development through the African Climate Policy Centre (1).

Table 18A.14 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	4 822.3	4 822.3	23	23
Non-post	326.8	338.7	—	—
Subtotal	**5 149.1**	**5 161.0**	**23**	**23**
Extrabudgetary	9 389.4	12 993.1	34	19
Total	**14 538.5**	**18 154.1**	**57**	**42**

18A.54 The resource requirements of $4,822,300 provide for continuation of 23 posts (1 D-1, 3 P-5, 5 P-4, 3 P-3, 2 P-2 and 9 Local level). Non-post requirements estimated at $338,700 will provide for other staff costs, consultants and experts, travel of staff and contractual services. The net increase of $11,900 results from additional requirements for consultants and travel of staff, offset by reduced requirements for contractual services relating to the design and outreach services of publications under the subprogramme.

18A.55 The extrabudgetary resources of $12,993,100, to be provided through bilateral agreements, include provision for one D-1, four P-5, four P-4, three P-3 and seven Local level posts. The resources are essential for improving analytical work in priority areas, enhancing the development and dissemination of knowledge tools and generating consensus and policy commitment for implementation of priority policy options for achieving food security and sustainable development in Africa. They will be used for the implementation of the field projects on strengthening the capacity of member States and regional and subregional entities: (a) to develop and implement policies and programmes on climate change and development through the African Climate Policy Centre; and (b) for land policy formulation and implementation in Africa during the 2012-2013 biennium. They will also be utilized to: (a) maintain and manage the regional agricultural market information systems in Africa; (b) develop state-of-the-art analytical tools for improved decision-making and informed debate on agriculture and rural transformation in Africa; (c) prepare, produce and disseminate the recurrent publication Sustainable Development Report on Africa and four non-recurrent publications on subregional assessments of selected strategic agricultural commodities value chains, Africa's agricultural and rural transformation in the new global context, including challenges, opportunities and policy options, and a compendium of five regional review reports to the Africa Regional Implementation Meeting in preparation for the twentieth and twenty-first sessions of the Commission on Sustainable Development; (d) preparation of joint outputs in the context of regional preparations for Rio+20; and (e) support to member countries in the establishment of knowledge management platforms on trade.

Subprogramme 3
Governance and public administration

Resource requirements (before recosting): $6,021,100

18A.56 The activities under this subprogramme are under the responsibility of the Governance and Public Administration Division. The Division will focus on enhancing efficient and participatory public sector management, developing the private sector and promoting civil society participation. The

subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 14 of the strategic framework for the period 2012-2013.

Table 18A.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen compliance with good governance practices for all sectors of society, and development of the private sector in support of the African Peer Review Mechanism and NEPAD processes and in the context of internationally agreed development targets, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacities of African countries to comply with good governance practices, in support of the African Union and its NEPAD and Africa Peer Review Mechanism programmes	(a) Increased number of member States applying the appropriate good governance best practices and policies *Performance measures* 2008-2009: 10 member States Estimate 2010-2011: 12 member States Target 2012-2013: 18 member States
(b) Improved capacity of African public institutions to meet obligations of transparency, accountability, efficiency and reliability	(b) Increased number of African public institutions adopting/applying appropriate methods and instruments in their performance *Performance measures* 2008-2009: 12 African public institutions Estimate 2010-2011: 15 African public institutions Target 2012-2013: 18 African public institutions
(c) Enhanced engagement of civil society and the private sector in governance environments and democratization of the related processes	(c) Increased number of member States adopting appropriate mechanisms and regulatory frameworks for enhancing the participation of non-State actors *Performance measures* 2008-2009: 12 member States adopting appropriate mechanisms Estimate 2010-2011: 15 member States adopting appropriate mechanisms Target 2012-2013: 18 member States adopting appropriate mechanisms

External factors

18A.57 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) national Governments will be willing to steadily pursue institutional and policy reforms as well as establish the enabling environment for other stakeholders to contribute effectively to the development and governance processes; (b) member States will be committed to recognizing the importance of measuring and assessing governance and to establish effective systems for improved service delivery and use of public resources; and (c) national Governments will be willing and will continue to participate in the African Peer Review Mechanism.

Outputs

18A.58 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: third session of the Committee on Governance and Popular Participation (4);

(ii) Parliamentary documentation: reports to the Committee on Governance and Popular Participation on progress in the implementation of the African Peer Review Mechanism plan of action (1); the state of governance in Africa (1); progress in the promotion of popular participation and governance in Africa (1); participatory development through public-private partnerships (1);

(iii) Ad hoc expert group meetings on enhancing the role of civil society organizations in post-conflict countries in Africa (1); promoting economic and corporate governance to improve private investment in Africa (1); the role of institutions in development processes (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: African Governance Report (1); Mutual Review of Development Effectiveness (2);

(ii) Non-recurrent publications: addressing the challenges of illicit financial outflow in Africa (1); cross-cutting issues in the African Peer Review Mechanism processes (1); design and architecture of peace accords in Africa (1); enhancing of the role of civil society organizations in post-conflict situations in Africa (1); minorities and inclusive governance (1); promotion of economic and corporate governance to improve private investment in Africa (1); rebuilding of public services at the subnational level in post-conflict countries, including issues and challenges (1); role of institutions in the development process (1); strengthening of institutional governance for climate change (1);

(iii) Exhibits, guided tours, lectures: study tours organized for African businesses to improve their exposure and facilitate knowledge-sharing on business development within the context of South-South cooperation (1);

(iv) Booklets, fact-sheets, wallcharts, information kits: production of divisional brochures produced by the Governance and Public Administration Division (1); maps providing locations of non-governmental organizations in Africa in collaboration with other ECA divisions (1);

(v) Special events: launching and validating of *Mutual Review of Development Effectiveness* publications in collaboration with the African Union (2); pan-African forum on investment and private sector development (1);

(vi) Technical material: launching of the African Centre for Civil Society web portal (1); maintaining and managing a database on African non-governmental organizations (1);

(vii) Contribution to joint outputs: contribution to the meetings of the thematic clusters of the Regional Coordination Mechanism for Africa (2);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services, upon request, to member States, regional economic communities, the African Union and its NEPAD programme in the areas of promoting good governance, especially in post-conflict countries, in the context of the multi-year programmes, the African Peer Review Mechanism, the United Nations 10-year capacity-building programme for the African Union and the Millennium Development Goals (2);

(ii) Training courses, seminars and workshops: building capacity for public-private partnership implementation in Africa (1); building public-private partnerships to scale up resources for climate friendly investments (1); building capacity for civil society organizations in post-conflict countries in collaboration with regional economic communities (1); institutional reforms and capacity-building, including for countries affected by conflict (1); capacity-building workshops for subject matter experts on supply-side constraints: new/innovative approaches (1); training workshops for stakeholders, in particular for civil society organizations in African Peer Review Mechanism member countries (2);

(iii) Fellowships and grants: challenges of illicit financial outflow in Africa (2); fellows/visiting scholars/interns to support the work of ECA on governance issues, including on the preparation of the African Governance Report, APRM and public sector management (6);

(iv) Field projects: building capacities of member States to attain governance objectives in support of the African Peer Review Mechanism (5 countries) (1); sensitizing African civil society organizations on issues related to illicit financial outflows (1); strengthening governance systems and public participation in Africa, including in post conflict countries using the findings of the African Governance Report and the African Peer Review Mechanism process (40 countries) (1); strengthening the capacity of regional civil society organization networks in engaging regional economic communities (Inter-governmental Authority on Development, Economic Community of West African States and Southern African Development Community) (1); strengthening the capacity of regional and national institutions in combating corruption (1); supporting and strengthening national and regional institutions in five countries, four regional economic communities and two civil society organization umbrella organizations using the "Results for Africa" initiative methodologies and tools (1); supporting member States in addressing the challenges of illicit financial flows (6 missions) (1).

Table 18A.16 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	5 604.8	5 604.8	27	27
Non-post	393.2	416.3	—	—
Subtotal	**5 998.0**	**6 021.1**	**27**	**27**
Extrabudgetary	3 012.6	3 385.3	—	3
Total	**9 010.6**	**9 406.4**	**27**	**30**

18A.59 The resource requirements of $5,604,800 will provide for continuation of 27 posts (1 D-1, 4 P-5, 5 P-4, 5 P-3, 1 P-2 and 11 Local level). An amount of $416,300 for non-post requirements will provide for other staff costs, consultants, experts, travel of staff and contractual services. The net increase of $23,100 relates to additional requirements for the holding of expert group meetings ($38,100), offset by reduced requirements for contractual editing printing and translation ($15,000).

18A.60 The extrabudgetary resources of $3,385,300, which are to be provided through bilateral agreements, include provision for one P-4, one P-3 and one Local level posts. The resources will be used to continue to provide assistance to member States through the revised scope of work of the subprogramme, which extends to conceptual, analytical and methodological challenges and will require consultancy services to meet expected accomplishments and build internal capacity. The activities to be undertaken will include (a) policy and analytical work to be produced and disseminated widely as non-recurrent publications; (b) study tours organized for African businesses to improve their exposure and facilitate knowledge-sharing on business development within the context of South-South cooperation; (c) fellowships to support of the work of ECA on governance issues; (d) launching of the African Centre for Civil Society web portal and maintaining and managing the database on African non-governmental organizations; (e) holding of special events on the pan-African forum on investment and private sector development and launching and validating of the Mutual Review of Development Effectiveness publications in collaboration with the African Union; and (f) other activities, such as ad hoc expert group meetings, field projects and group training.

Subprogramme 4
Information and science and technology for development

Resource requirements (before recosting): $5,973,300

18A.61 The activities under this subprogramme are under the responsibility of the Information and Communications Technology, Science and Technology Division. The work of the Division will continue supporting gender-sensitive strategies for building and sustaining the African digital economy and creating an enabling environment for the knowledge economy through formulation, implementation and evaluation of information and communications technology (ICT) at the national, subregional and regional levels, geoinformation and science and technology policies and strategies. Through its e-applications activities, the subprogramme will develop appropriate electronic, geotechnology and space technology applications in building the African digital economy, as well as provide the necessary input to enhance performance in various socio-economic sectors.

The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 14 of the strategic framework for the period 2012-2013.

Table 18A.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To increase the adaptation and application of appropriate and integrated information, science, technology and innovations to enable Africa's integration into the knowledge economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of African countries to formulate, implement and evaluate inclusive and gender-sensitive national and sectoral information, communications, geoinformation and science, technology, and innovation policies and strategies.	(a) Increased number of countries that have formulated, implemented, evaluated and/or revised their integrated ICT, geoinformation and science and technology policies and plans *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 40 countries Target 2012-2013: 45 countries
(b) Enhanced capacity of member States to nurture and harness ICT, geoinformation, science, technology and innovation for development applications at the national, subregional and regional levels	(b) (i) Increased number of national, subregional and regional initiatives, including pilot programmes and knowledge networks to harness innovation for development *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 34 initiatives Target 2012-2013: 40 initiatives (ii) Increased utilization of information and knowledge resources and e-applications developed at national, regional and global levels *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 20 utilization of knowledge resources and e-applications Target 2012-2013: 28 utilization of knowledge resources and e-applications

External factors

18A.62 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Governments will continue to assign priority to information and communications technology, science and technology in their development policies; (b) Governments will prioritize budget allocations for identified activities in ICT, geoinformation and science, technology and innovation for development; (c) partners will continue their support in various activities, relevant to the subprogramme; and (d) there will be continued involvement of stakeholders at the national, subregional and global levels in various activities relevant to the subprogramme.

Outputs

18A.63 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: third session of the Committee on Development Information, Science and Technology (4);

(ii) Parliamentary documentation: report to the Committee on Development Information, Science and Technology (1);

(iii) Ad hoc expert groups: African Technical Advisory Committee on the African Information Society Initiative (1); meeting on enabling legal framework for geoinformation utilization in Africa (1); Science and Technology Advisory Groups' meeting on harnessing the potential of science, technology and innovation for development (1);

(iv) Assistance to representatives, rapporteurs: functional support to member States, regional economic communities, the African Union and its NEPAD programme in the context of the African Peer Review Mechanism, the United Nations 10-year capacity-building programme for the African Union, the multi-year programmes and the Millennium Development Goals (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: innovation and knowledge trends in national development policy implementation (2);

(ii) Non-recurrent publications: best practices in science, technology and innovation policies (1); guidelines for online community mapping development and implementation (1); guidelines of best practices for the acquisition, storage, maintenance and dissemination of fundamental geo-spatial datasets (1); national and regional legal and regulatory frameworks for the knowledge economy (1); the role of information and communications technologies for trade facilitation and regional integration (1);

(iii) Exhibits, guided tours, lectures: exhibitions for policymakers during major meetings on the use of information sources and services (1);

(iv) Booklets, fact-sheets, wallcharts, information kits: preparation of policy briefs and position papers on knowledge economy issues (2);

(v) Special events: Science with Africa Conference (1);

(vi) Technical material: geospatial databases, clearinghouses, e-services, geoinformation tools for applications, online learning modules and online observatories on ICT for development (1); national experiences in technology acquisition and diffusion (1);

virtual knowledge networks and management of thematic workspaces for communities of practice (1); African Virtual Library and Information Network Portal (2); Access to Scientific Knowledge in Africa portal (2);

(vii) Substantive servicing of inter-agency meetings: Inter-Agency Meeting on Outer Space Activities (1); meeting on the follow-up to the World Summit on the Information Society (1); meetings of clusters and sub-clusters of the Regional Coordination Mechanism of United Nations Support to the African Union and its NEPAD programme (United Nations science and technology cluster in support of NEPAD, African cluster on science and technology, cluster on infrastructure) (1); United Nations Geographic Information Working Group consultations (1);

(viii) Contribution to joint outputs: contribution to meetings of the governing councils of centres of excellence (Regional Centre for Training in Aerospace Surveys, Regional Centre for Mapping of Resources for Development, African Organization of Cartography and Remote Sensing, African Association of Remote Sensing of the Environment, geographic information systems for Africa, etc) (1); contribution to the meetings of the thematic clusters of the Regional Coordination Mechanism for Africa (2); contributions to the African Regional Centre for Technology (1); functional support to the African Ministerial Conference on ICT (1); functional support to the African Union Conference of Ministers in charge of science and technology (1); Commission on Science and Technology for Development (1); United Nations Group on the Information Society (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Training courses, seminars and workshops: seminar on ICT for disaster management and climate change mitigation; seminar on the science of climate change (1); seminar on ICT, innovation and economic growth (1); seminar on national and regional legal and regulatory frameworks for the knowledge economy (1); seminar on the role of ICT for trade facilitation and regional integration (1);

(ii) Fellowships and grants: visiting scholars, fellows and interns to enhance national capacities for the utilization of information and communications technology, geoinformation, science and technology for socio-economic development (6);

(iii) Field projects: enhancing the Information and Science and Technology Centre for Africa (1); promoting science, technology and innovation in Africa (1); promoting the information society and the knowledge economy in Africa with a special focus on emerging trends, and spatially enabled government services (spatial data and information products) at the regional and national levels (1).

le 18A.18 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	5 594.3	4 846.6	40	37
Non-post	1 175.4	1 126.7	—	—
Subtotal	**6 769.7**	**5 973.3**	**40**	**37**
Extrabudgetary	2 653.4	3 402.3	5	5
Total	**9 423.1**	**9 375.6**	**45**	**42**

18A.64 The resource requirements of $4,846,600, which include a decrease of $747,700, will provide for 37 posts (1 D-1, 2 P-5, 3 P-4, 5 P-3, 2 P-2 and 24 Local level), as reflected in the table 18A.18. The decrease of $747,700 results from outward redeployment of: (a) one P-5 post, and one Local level post, arising from the movement of geoinformation activities to subprogramme 9 in order to coordinate and supervise ECA activities through the regrouping of focus areas for enhanced coherence and consistency in the context of changes to the organizational structure of ECA, which the Commission endorsed in March 2010; and (b) one P-4 post to the Facilities Management Section, aimed at strengthening capacity in order to fully discharge the additional tasks resulting from the operationalization of the new office facilities in early 2012. Non-post resources of $1,126,700 will cover requirements for overtime, consultants, experts, travel of staff, contractual services and supplies and materials. The decrease of $48,700 results from economies exercised in the use of supplies and materials.

18A.65 The extrabudgetary resources of $3,402,300 are to be provided through bilateral agreements. They will be used to finance five posts (1 P-3, 1 P-2 and 3 Local level) and activities that will focus on increasing the adaptation and application of appropriate and integrated information, geoinformation, and science, technology and innovation in order to enable Africa's integration into the knowledge economy. Activities in this area will enhance capacity of African countries to formulate, implement and evaluate inclusive and gender-sensitive national and sectoral policies and strategies for development based on geoinformation, communication, and science, technology and innovation, and will improve the availability and use of science, technology and innovation for development at the national, subregional and regional levels. They will provide for and support, inter alia, the following outputs: (a) training courses, seminars and workshops; (b) fellowships and grants; (c) field projects; and (d) other substantive activities such as technical materials and non-recurrent publications.

Subprogramme 5
Trade, economic cooperation and regional integration

Resource requirements (before recosting): $4,662,200

18A.66 The activities under this subprogramme are under the responsibility of the Regional Integration, Infrastructure and Trade Division. The subprogramme will focus, inter alia, on promoting intra-African trade, monetary and financial cooperation within and between the regional economic communities, as well as on strengthening regional cooperation and integration. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 14 of the strategic framework for the period 2012-2013.

Table 18A.19 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To foster free-trade areas, common markets and monetary unions within the regional economic communities that accelerate subregional and regional economic and physical integration in line with the vision and priorities of the African Union and NEPAD

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased harmonization and implementation of policies and programmes in the areas of trade and market integration, physical integration, and free movement of people and goods between and across regional economic communities	(a) (i) Increased number of countries that have joined free-trade areas between and across the regional economic communities and fully implemented protocols on the free movement of people, and on physical integration *Performance measures* 2008-2009: 30 countries that have joined free-trade areas Estimate 2010-2011: 34 countries that have joined free-trade areas Target 2012-2013: 38 countries that have joined free-trade areas (ii) Increased number of policies and programmes that have been harmonized and implemented by member States *Performance measures* 2008-2009: 5 policies and programmes Estimate 2010-2011: 10 policies and programmes Target 2012-2013: 16 policies and programmes

(b) Enhanced capacity for harmonization and convergence of policies and programmes in the areas of monetary and financial integration across the regional economic communities	(b) (i) Increased number of regional economic communities that have achieved monetary and financial integration either in terms of single currency or partial currency convertibility *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 9 regional economic communities that have achieved monetary and financial integration Target 2012-2013: 12 regional economic communities that have achieved monetary and financial integration (ii) Increased harmonization and convergence of policies and programmes across regional economic communities *Performance measures* 2008-2009: 5 policies with increased capacity for harmonization and convergence Estimate 2010-2011: 6 policies with increased capacity for harmonization and convergence Target 2012-2013: 7 policies with increased capacity for harmonization and convergence
(c) Enhanced capacity of member States to mainstream and integrate trade policies in national and regional development strategies that lead to effective participation in bilateral, regional and multilateral trade and trade negotiations	(c) (i) Increased number of African countries that participate effectively in bilateral, regional and multilateral trade agreements *Performance measures* 2008-2009: 5 countries Estimate 2010-2011: 10 countries Target 2012-2013: 15 countries (ii) Increased number of policies negotiated and proposed by African countries in multilateral, bilateral and regional trade negotiations *Performance measures* 2008-2009: 5 policies Estimate 2010-2011: 15 policies Target 2012-2013: 20 policies

(iii) Increased number of national and regional development strategies mainstreamed and integrated for effective trade

Performance measures

2008-2009: 5 strategies

Estimate 2010-2012: 7 strategies

Target 2012-2013: 10 strategies

External factors

18A.67 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and their regional economic communities will fulfil their regional integration obligations as enshrined in the African Union vision and its NEPAD programme; (b) institutional and policy reforms will be steadily pursued in member States and regional economic communities; (c) other United Nations agencies and key partners, such as the African Union Commission, the regional economic communities and AfDB, will leverage their support especially through the implementation of the multi-year programmes at the regional and subregional levels.

Outputs

18A.68 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) ECA: Committee on Regional Cooperation and Integration:

a. Substantive servicing of meetings: eighth session of the Committee on Regional Cooperation and Integration (4);

b. Parliamentary documentation: progress report to the Committee on Regional Cooperation and Integration on Africa's regional integration agenda (1); report to the Committee on Regional Cooperation and Integration on Africa's intraregional trade (1); report to the Committee on Regional Cooperation and Integration on international trade and Africa (1); report to the Committee on Regional Cooperation and Integration on developments and progress achieved in infrastructure and natural resources development in Africa (1);

(ii) Ad hoc expert groups: assessing the status of implementation of trade and transport facilitation instruments and measures in Africa (1); export diversification and intra-industry trade in Africa (1); review of Assessing Regional Integration in Africa (1); towards a low-carbon African economy, including on policy options for increased private sector participation in implementing clean and renewable energy and energy efficiency options (1);

(iii) Assistance to representatives, rapporteurs: functional support to implementation of the Programme for Infrastructure Development in Africa (2); functional support to corridor management groups to enhance trade and transit facilitation (1); functional support to member States, regional economic communities, the African Union and its NEPAD programme in the context of the African Peer Review Mechanism, the United Nations

10-year capacity-building programme for the African Union, multi-year programmes and the Millennium Development Goals (1); functional support to the African Union Conference of African ministers in charge of energy (2); functional support to the African Union Conference of African Ministers in charge of mineral resources development (2); functional support to the African Union Conference of African Ministers in charge of transport (2); functional support to the African Union Conference of African Ministers in charge of trade (2); functional support to the African Union Conference of African Ministers in charge of integration (2); functional support to the coordinating committee of the African Union Commission, AfDB, ECA and regional economic communities (1); substantive servicing of the annual meeting of the coordinating group for United Nations Energy 1 Africa (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: assessing regional integration in Africa (1);

(ii) Non-recurrent publications: assessing the status of implementation of trade and transport facilitation instruments and measures in Africa (1); export diversification and intra-industry trade in Africa (1); implementing the African Mining Vision, including directions for policy and regulatory improvement in Africa (1); on a low-carbon African economy, including policy options for increased private sector participation in implementing clean and renewable energy and energy efficiency options (1);

(iii) Booklets, fact-sheets, wallcharts, information kits: development of policy guidelines, briefs and toolkits for achieving the African Mining Vision (2);

(iv) Technical material: maintenance of statistical database on infrastructure and natural resources development (1); maintenance of the Observatory on Regional Integration in Africa (2); virtual knowledge networks and management of thematic workspaces for communities of practice (1);

(v) Contribution to joint outputs: addressing the challenges of illicit financial outflow in Africa (1); contribution to the implementation of the African Mining Vision (1); contribution to the meetings of the thematic clusters of the Regional Coordination Mechanism for Africa (RCM-Africa) (2); promoting economic and corporate governance to improve private investment in Africa (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Training courses, seminars and workshops: regional workshop on exchange of experiences and best practices in policy convergence and establishment of single currencies within regional economic communities (1); regional workshop on export diversification and trade facilitation with a view to boosting intra-African trade (1); regional workshop on mainstreaming regional integration (1); workshop for African member States and regional economic communities on successes, gaps and lessons in international efforts towards achieving Goal 8 of the Millennium Development Goals, on a global partnership for development (1); workshop on road accident reporting, data use and management and dissemination (1); workshop on the African Mining Vision and development-based mineral regimes (1); workshop to enhance national capacities for accessing clean energy technologies funds and to strengthen contractual negotiating capacities (1);

(ii) Advisory services, upon request, to member States, regional economic communities, the African Union and its NEPAD programme in the areas of promoting regional integration, especially in strengthening the regional economic communities, in the context of the multi-year programmes, the African Peer Review Mechanism, the United

Nations 10-year capacity-building programme for the African Union, and the Millennium Development Goals (2);

(iii) Fellowships and grants: visiting scholars, fellows and interns to support the work of ECA in addressing issues in regional integration, trade, infrastructure and natural resources development (3);

(iv) Field projects: building the capacity of member States and regional economic communities to increase Africa's share of international trade (1); building the capacity of regional economic communities to implement legal instruments for trade and transport facilitation (1); implementation of the work programme of the Sub-Saharan Africa Transport Policy Programme (1); mainstreaming regional integration into national development plans (1); mainstreaming the African Mining Vision into subregional mining policy harmonization frameworks (1); maintenance of the Observatory on Regional Integration in Africa (1); support for the African Peer Review Mechanism and governance processes (1).

Table 18A.20 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	3 319.0	4 149.7	16	19
Non-post	538.7	512.5	—	—
Subtotal	**3 857.7**	**4 662.2**	**16**	**19**
Extrabudgetary	3 592.6	4 597.7	6	6
Total	**7 450.3**	**9 259.9**	**22**	**25**

18A.69 The resource requirements of $4,149,700, including a net increase of $830,700, provide for 19 posts (1 D-1, 3 P-5, 3 P-4, 4 P-3, 1 P-2 and 7 Local level). The net increase of $830,700 results from redeployments, as follows: (a) inward redeployments of one P-5, two P-3 one P-2 and one Local level posts, from subprogramme 1, relating to the movement of the trade component from the former subprogramme 1, to the reconfigured subprogramme 5, which is expected to assist in overcoming the fragmentation of the trade sector across two divisions; and (b) outward redeployments of one P-4 post and one Local level post to subprogramme 1, relating to the movement of NEPAD-related activities to subprogramme 1. The amount of $512,500 for non-post requirements will provide for overtime, consultants, experts, travel of staff and contractual services. The net decrease of $26,200 relates to reduced requirements for consultants due to the work programme envisaged ($35,600), offset in part by increased requirements for an additional expert group meeting in the biennium 2012-2013 compared with the 2010-2011 biennium ($9,400).

18A.70 The extrabudgetary resources of $4,597,700, which are to be provided through bilateral agreements, include provision for one D-1, one P-4, two P-3 and two Local level posts and are intended to enhance the capacity of member States: (a) to harmonize and implement policies and programmes in the areas of trade and market integration, physical integration and free movement of people and goods between and across regional economic communities; (b) to facilitate harmonization and convergence of policies and programmes in the areas of monetary and financial integration across the regional economic communities; and (c) to mainstream and integrate trade policies in national and regional development strategies for effective participation in bilateral, regional and multilateral

trade and trade negotiations. They will finance activities such as: (a) consultancy and individual contractor services in connection with various publications; (b) maintenance of the Observatory on Regional Integration in Africa; (c) functional support to the African Union Conference of African Ministers in various areas; and (d) technical cooperation activities, including training courses, seminars and workshops, fellowships and field projects.

Subprogramme 6
Gender and women in development

Resource requirements (before recosting): $3,391,400

18A.71 The activities under this subprogramme are under the responsibility of the African Centre for Gender and Social Development. The subprogramme will strive to strengthen synergy and linkages between subprogramme 6, Gender and women in development, and subprogramme 10, Social development, and establish more linkages with other ECA divisions and subregional offices, as Delivering as One ECA in joint planning, resource mobilization and programme delivery. The subprogramme will also continue to enhance collaboration with the African Union Commission, regional economic communities, AfDB and United Nations system partners through the regional consultative mechanisms and the regional directors' team, donors, civil society organizations and networks to support the implementation of programmes. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 14 of the strategic framework for the period 2012-2013.

Table 18A.21 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote gender equality and women's advancement in accelerating the implementation of commitments under the 15-year reviews of the implementation of the Programme of Action of the International Conference on Population and Development and of the Beijing Declaration and Platform for Action, the Millennium Summit and the NEPAD frameworks

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to integrate gender and social dimensions in development processes and policies	(a) (i) Increased number of national institutions, intergovernmental bodies applying appropriate policies and integrating gender and social dimensions in development processes *Performance measures* 2008-2009: not applicable Estimate 2010-2011: not applicable Target 2012-2013: 10 institutions

	(ii) Increased number of member States able to adopt or implement appropriate development plans integrating population and gender issues as agreed in outcomes of the 15-year reviews of the implementation of the Programme of Action of the International Conference on Population and Development and of the Beijing Declaration and Platform for Action *Performance measures* 2008-2009: not applicable Estimate 2010-2011: not applicable Target 2012-2013: 10 member States
(b) Enhanced capacity of member States and intergovernmental bodies to mainstream gender and human rights concerns into policies and programmes developed	(b) Increased number of national institutions and intergovernmental bodies making use of or applying the knowledge generated through the African Gender and Development Index, gender-aware economic modelling, the African Women Rights Observatory and other appropriate instruments and forums *Performance measures* 2008-2009: 27 national institutions and intergovernmental organizations Estimate 2010-2011: 40 national institutions and intergovernmental organizations Target 2012-2013: 48 national institutions and intergovernmental organizations

External factors

18A.72 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national policymakers will be supportive of its efforts and extend full cooperation to the incorporation of gender mainstreaming and implementation of gender equality policies and strategies by allocation of both human and financial resources; (b) member States, through their national institutions, will provide well-documented data to support the efforts of ECA/African Centre for Gender and Social Development; (c) there will be adequate capacity to implement and monitor the efforts of ECA/African Centre for Gender and Social Development at the national and subregional levels; and (d) development partners will honour the commitments made and continue their support.

Outputs

18A.73 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Committee on Women and Development:

a. Substantive servicing of meetings: eighth session of the Committee on Women and Development (4);

b. Parliamentary documentation: regional report on the African Gender and Development Index (1); report on the work of the subprogramme and the planned activities (1); report to the Committee on Women and Development on implementation of the Beijing+15 recommendations (1);

(ii) Ad hoc expert groups: external review of the *African Women's Report* (1); human rights of women in Africa: violence against women (1); review of the report on time use and macroeconomic policy modelling (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: *African Women's Report* (1); compendium of best practices in gender mainstreaming (1);

(ii) Non-recurrent publications: gender statistics (1); human rights of women in Africa: violence against women (1); report on gender dimensions of climate change in Africa (1); report on time use and the gender-aware macroeconomic model (1);

(iii) Technical material: African Women's Rights Observatory (1); e-network of African gender machineries for information-sharing and advocacy (1);

(iv) Contribution to joint outputs: contribution to the meetings of the thematic clusters of the Regional Coordination Mechanism for Africa (2);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services, upon request, to member States, regional economic communities, intergovernmental organizations and civil society organizations on mainstreaming gender and social dimensions in development policies and programmes in the context of the multi-year programmes, the African Peer Review Mechanism, the United Nations 10-year capacity-building programme for the African Union, and the Millennium Development Goals (3);

(ii) Training courses, seminars and workshops: capacity-building workshop on integrating gender and social policies in development plans and strategies in Africa (in collaboration with the African Institute for Economic Development and Planning) (1); workshops on mainstreaming gender and social dimensions in national policies, programmes and strategies (1); workshops to strengthen the human rights of women in Africa, including on violence against women (1); workshop on the gender dimensions of climate change in Africa (1);

(iii) Fellowships and grants: visiting scholars, fellows and interns to work on social and gender issues, gender-aware macroeconomic models, the human rights of women and the African Gender and Development Index (1);

(iv) Field projects: African Women's Rights Observatory and the e-network of African gender machineries (1); assessing progress on the implementation of regional and global commitments and declarations on gender and social development (1); integrating climate change into gender strategies and programmes at the national, subregional and regional levels (1); support to the African Union and its NEPAD programme and regional economic communities in delivering on gender and social development in the context of the African Peer Review Mechanism, the United Nations 10-year capacity-

building programme for the African Union, the multi-year programmes and the Millennium Development Goals (1).

Table 18A.22 **Resource requirements: subprogramme 6**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	2 948.6	2 948.6	13	13
Non-post	451.0	442.8	—	—
Subtotal	**3 399.6**	**3 391.4**	**13**	**13**
Extrabudgetary	4 022.5	4 480.4	6	6
Total	**7 422.1**	**7 871.8**	**19**	**19**

18A.74 The resource requirements of $2,948,600 for posts will provide for the continuation of 13 posts (1 D-1, 1 P-5, 2 P-4, 4 P-3, 1 P-2 and 4 Local level). Non-post requirements of $442,800 will cover overtime, consultants and experts, travel of staff and contractual services. The net decrease of $8,200 relates to reduced requirements for contractual services ($10,000) and external printing ($7,500), offset by additional requirements for travel of staff due to travel to be undertaken for advisory services upon request ($9,300).

18A.75 The extrabudgetary resources of $4,480,400 includes provision for one P-5, one P-4, one P-3 and three Local level posts, which are to be provided through bilateral agreements and will complement the regular budget in the effective delivery of programmed outputs. The activities to be financed will include development of operational toolkits for mainstreaming gender and social dimensions in national policies, programmes and strategies; collection of time-use surveys and undertaking gender-aware macroeconomic modelling; expansion of the African Gender and Development Index; implementation and monitoring of global and regional commitments; collection of data and information for the recurrent publications compendium on best practices in gender mainstreaming; *African Women's Report*; and capacity-building of member States and regional economic communities to monitor and report progress on the African Women's Rights Observatory and e-network. Resources will also be used to augment regular budget resources for the organization of expert group meetings; for recruiting consultants to support areas where expertise does not exist in the Section, as well as for data collection at the national level; for covering staff travel to provide technical services to member States; and for recruiting visiting scholars and fellows to provide in-depth analysis to the outputs of the subprogramme.

Subprogramme 7
Subregional activities for development

Resource requirements (before recosting): $28,445,100

18A.76 The five ECA subregional offices, which are responsible for the implementation of the components of subprogramme 7, are located in: (a) Rabat, for North Africa; (b) Niamey, for West Africa; (c) Yaoundé, for Central Africa; (d) Kigali, for East Africa; and (e) Lusaka, for Southern Africa. Coordination of the subregional offices rests with the Office of the Executive Secretary of ECA. The subprogramme will focus on providing greater technical support to member States and the

regional economic communities with a view to improving their capacities for regional integration, in particular in their various areas of priority.

18A.77 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 7 of programme 14 of the strategic framework for the period 2012-2013.

(a) Component 1: subregional activities in North Africa

Resource requirements (before recosting): $5,229,600

Table 18A.23 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen regional integration in the North African subregion, with particular focus on its member States' socio-economic development priorities, within the overall framework of NEPAD and the internationally agreed development goals, including the Millennium Development Goals, subregional priorities and the African Union vision

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, the Arab Maghreb Union, and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in North Africa	(a) (i) Increase in the number of common policy frameworks and strategies formulated and adopted in the priority areas *Performance measures* 2008-2009: 8 common policy frameworks and strategies Estimate 2010-2011: 9 common policy frameworks and strategies Target 2012-2013: 10 common policy frameworks and strategies (ii) Increased number of member States and the Union and other intergovernmental organizations providing feedback on the quality of the harmonized policies and strategies that they adopt and implement *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 5 feedback ratings Target 2012-2013: 7 feedback ratings
(b) Strengthened capacity of the Arab Maghreb Union to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations system agencies, AfDB and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with the respective regional economic communities and other partners at the subregional and country levels

	Performance measures 2008-2009: 5 programmes and projects jointly undertaken Estimate 2010-2011: 6 programmes and projects jointly undertaken Target 2012-2013: 7 programmes and projects jointly undertaken (ii) Increased number of projects for which resources are jointly mobilized with regional economic communities in support of multi-year programmes *Performance measures* 2008-2009: 8 projects Estimate 2010-2011: 9 projects Target 2012-2013: 10 projects
(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, the Arab Maghreb Union and United Nations agencies	(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the subregional office for North Africa *Performance measures* 2008-2009: 3 communities of practice Estimate 2010-2011: 5 communities of practice Target 2012-2013: 7 communities of practice

External factors

18A.78 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that the following external factors, which may influence the successful implementation of its activities, will not be present: (a) political instability or conflicts in the subregion and their impact on the regional integration process, in particular the lack of willingness to achieve common objectives; (b) international crisis such as the financial and economic crisis and its negative impact on growth and employment; and (c) climate change and its effects on the region.

Outputs

18A.79 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Intergovernmental Committee of Experts of the Subregional Development Centre for North Africa:

a. Substantive servicing of meetings: annual session of the Intergovernmental Committee of Experts of the Subregional Office for North Africa (8);

b. Parliamentary documentation: annual report on the work of ECA in North Africa, including the status of implementation of the multi-year programme (2); report on key economic and social developments and prospects for regional integration in North Africa (2); report on the Millennium Development Goals and other regional and international agendas and special initiatives in North Africa (2);

(ii) Ad hoc expert groups: assessing the implications of Rio+20 for North Africa (1); gender and rural development in the Maghreb (1); review of the report on regional integration in North Africa, including on promoting financial integration and regional governance (1); review of the report on regional integration in North Africa, including on sophistication and diversification of North African economies (1); strengthening social protection in North Africa (1);

(iii) Assistance to representatives, rapporteurs: annual meeting of the subregional coordination mechanism for United Nations system-wide support to the African Union and its NEPAD programme, especially in the context of the multi-year programme with the regional economic communities (2); functional support to the work of United Nations country teams as well as to the work of the thematic clusters of the Regional Coordination Mechanism for Africa (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: regional integration in North Africa (2);

(ii) Non-recurrent publications: report on gender and rural development in the Maghreb (1); report on social protection in North Africa (1); report on the implications of Rio+20 for North Africa (1);

(iii) Booklets, fact-sheets, wallcharts, information kits: electronic briefs on major activities of the Subregional Office for North Africa, including other subregional initiatives (1); major development policy recommendations emanating from research and studies in North Africa (1);

(iv) Special events: Mediterranean colloquium (2); North African development forum on development challenges in North Africa (1);

(v) Technical material: maintenance of the North African statistical database (1); Observatory on Regional Integration in North Africa (1); virtual knowledge networks and management of thematic workspaces for communities of practice (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services, upon request, to member States, the Maghreb Arab Union and other subregional and intergovernmental organizations in the context of the multi-year programmes, support to the United Nations 10-year capacity-building programme for the African Union, the African Peer Review Mechanism and the Millennium Development Goals on institutional and sectoral issues related to strengthening regional integration and implementation of NEPAD in North Africa (3);

(ii) Training courses, seminars and workshops: seminar for high-level decision makers and other stakeholders on governance and social policy (1); seminar for professionals and other stakeholders on subregional aspects of the knowledge society (1); workshop for high-level decision makers and other stakeholders on strengthening the monitoring

capacities of member States for Rio+20 (1); workshop on impact evaluation tools of common regional integration policies in the Maghreb (1); workshop on the measurement of the information society in the Maghreb (1); workshop for professionals and other stakeholders on the 2008 System of National Accounts (1);

(iii) Field projects: ICT for energy efficiency in the Maghreb (1).

Table 18A.24 **Resource requirements: subprogramme 7 (a), component 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	4 106.2	3 777.6	23	22
Non-post	1 604.9	1 452.0	—	—
Subtotal	**5 711.1**	**5 229.6**	**23**	**22**
Extrabudgetary	173.8	590.8	1	1
Total	**5 884.9**	**5 820.4**	**24**	**23**

18A.80 The resource requirements of $3,777,600 for posts will provide for 22 posts (1 D-1, 1 P-5, 3 P-4, 4 P-3, 2 P-2, 2 National Officer and 9 Local level). The decrease of $328,600 relates to the outward redeployment of one P-4 language post to ECA, Conference Services, Division of Administration, Common Services and Programme Support, in line with the fine-tuning exercise.

18A.81 Non-post requirements of $1,452,000 will provide for other staff costs, consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. A net decrease of $152,900 is mainly attributable to a decrease in the number of ad hoc expert group meetings, reduced requirements for contractual services, supplies and materials and furniture and equipment, offset by additional resources for consultants and general operating expenses.

18A.82 The extrabudgetary resources of $590,800, which are to be provided from bilateral sources ($551,700) and programme support to be earned ($39,100), will be instrumental in ensuring an adequate response and follow-up to recommendations of the meetings of the Intergovernmental Committee of Experts on the need to organize wider consultative processes to help in raising awareness and building consensus on major development issues of great relevance to all North Africa countries and will contribute to strengthening the capacities of member States in emerging issues. They will provide for several activities, including special events and technical cooperation outputs under the subprogramme, such as group training, seminars and workshops.

(b) Component 2: subregional activities in West Africa

Resource requirements (before recosting): $5,750,600

Table 18A.25 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen regional integration in the subregion. within the overall framework of NEPAD, meeting international development goals, including the Millennium Development Goals, in the context of Africa's special needs, subregional priorities (ECOWAS vision-2020) and the African Union vision

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, the Economic Community of West African States (ECOWAS), the West African Economic and Monetary Union, the Mano River Union and other intergovernmental and civil society organizations to formulate and implement macroeconomic and sectoral policies and programmes including gender mainstreaming	(a) Increased number of common policy measures adopted and implemented by member States, the intergovernmental organizations and non-governmental organizations, as reflected in their strategic documents and programmes *Performance measures* 2008-2009: 20 common policy measures Estimate 2010-2011: 25 common policy measures Target 2012-2013: 30 common policy measures
(b) Improved networking among key stakeholders involved in the development agenda, including member States, intergovernmental organizations, regional economic communities, civil society organizations, United Nations country teams, and other subregional entities	(b) Increased number of joint undertakings with ECOWAS in the context of the multi-year programme and the ECOWAS vision-2020 *Performance measures* 2008-2009: 7 joint undertakings Estimate 2010-2011: 10 joint undertakings Target 2012-2013: 14 joint undertakings
(c) Strengthened capacity of regional economic communities and member States to formulate and implement policies related to conflict resolution and post-conflict reconstruction	(c) Increased number of related policies formulated by the member States and regional economic communities in the subregion *Performance measures* 2008-2009: 5 related policies formulated Estimate 2010-2011: 8 related policies formulated Target 2012-2013: 20 related policies formulated

xternal factors

18A.83 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Member States will effectively implement the common policy measures and institutional mechanisms agreed upon; (b) member States will fully apply the guiding principles of NEPAD (including regional integration and conflict resolution) and the Millennium Development Goals and translate them into national development programmes; (c) the intergovernmental organizations and non-governmental organizations will be supportive of NEPAD and will be willing to strengthen cooperation among themselves with the assistance of the ECA office in the subregion; and (d) development assistance partners will harmonize their policies and programmes in support of national and subregional economic and social development efforts in the subregion.

utputs

18A.84 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Intergovernmental Committee of Experts of the Subregional Development Centre for West Africa:

a. Substantive servicing of meetings: the annual session of the Intergovernmental Committee of Experts of the Subregional Office for West Africa (8);

b. Parliamentary documentation: annual report on the work of ECA in West Africa, including the status of implementation of the multi-year programme including new generation multi-year programmes (2); progress report on the Millennium Development Goals and other regional and international agendas and special initiatives in the subregion (2); report in collaboration with ECOWAS on key economic and social developments and prospects for regional integration in West Africa (2);

(ii) Ad hoc expert groups on the following topics: strengthening the platform of West African intergovernmental organizations for regional integration (1); strengthening artisanal and small-scale mining for socio-economic development, poverty reduction and the attainment of the Millennium Development Goals in West Africa (1); strengthening the capacity of West African States on the green economy for mitigation of climate change (1); strengthening the capacity of West African States to harness renewable energies for electricity supply, poverty reduction and climate change mitigation (2012) (1);

(iii) Assistance to representatives, rapporteurs: annual meeting of the subregional coordination mechanism for United Nations system-wide support to the African Union and its NEPAD programme (2); functional support to the work of United Nations country teams and to the work of the thematic clusters of the Regional Coordination Mechanism for Africa (2); functional support to the strengthening of ECOWAS and other subregional intergovernmental organizations, including the yearly assessment of multi-year programme of the Subregional Office for West Africa/ECOWAS (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: Regional Integration in West Africa (2);

(ii) Non-recurrent publications: report on mainstreaming gender for entrepreneurial development in West Africa (1); report on strengthening artisanal and small-scale mining for socio-economic development, poverty reduction and the attainment of the

Millennium Development Goals in West Africa (1); report on strengthening the capacity of West African States on the green economy for mitigation of climate change (1); report on strengthening the capacity of West African States to harness renewable energies for electricity supply, poverty reduction and climate change mitigation (1);

(iii) Booklets, fact-sheets, wallcharts, information kits: electronic brief on major activities of the Subregional Office for West Africa, including the ECA technical assistance programme (1); emerging issues in West Africa (1);

(iv) Technical material: maintenance of the West African statistical database (1); Observatory on Regional Integration in West Africa (1); virtual knowledge networks and management of thematic workspaces for communities of practice (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory missions, upon request, to member States, ECOWAS and other subregional and intergovernmental organizations in the context of the multi-year programmes, support to the United Nations 10-year capacity-building programme for the African Union, the African Peer Review Mechanism and the Millennium Development Goals on institutional and sectoral issues related to strengthening regional integration and implementation of NEPAD in West Africa (10);

(ii) Training courses, seminars and workshops: workshop for decision makers and other stakeholders on strengthening the community development programme in the ECOWAS region (1); workshop for high-level decision makers and other stakeholders on creating and implementing an enabling institutional and policy framework for involvement of the private sector in the development of energy projects (1); workshop for high-level decision makers and professionals on mining policy harmonization in the implementation of the ECOWAS mining directive and the realization of the African Mining Vision in West Africa (1);

(iii) Field projects: capacity-building for coordinated natural resources management policies in the ECOWAS region (1); strengthening institutional support to West African intergovernmental organizations working in development issues, including gender and women's empowerment (1).

Table 18A.26 **Resource requirements: subprogramme 7 (b), component 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	4 233.5	4 233.5	22	22
Non-post	1 551.9	1 517.1	—	—
Subtotal	**5 785.4**	**5 750.6**	**22**	**22**
Extrabudgetary	173.8	682.7	—	1
Total	**5 959.2**	**6 433.3**	**23**	**23**

18A.85 The resource requirements of $4,233,500 for post resources will provide for 22 posts (1 D-1, 2 P-5, 5 P-4, 2 P-3, 2 P-2, 2 National Officer and 8 Local level). The amount of $1,517,100 for non-post requirements will provide for other staff costs, consultants and experts, travel of staff, contractual

services, general operating expenses, supplies and materials, and furniture and equipment. The net decrease of $34,800 is attributable to decreases in the provision for temporary assistance for meetings, contractual services, supplies and materials, and furniture and equipment, resulting from increased efforts to utilize in-house capacity in respect of temporary assistance for meetings and contractual services, offset by additional resources for consultants due to an increase in the number of studies to be carried out during the biennium 2012-2013 and for general operating expenses due to the increased cost of maintenance of premises and communications.

18A.86 The extrabudgetary resources of $682,800 proposed for this subprogramme, which are to be met from bilateral sources ($643,700) and programme support to be earned ($39,100) during the biennium 2012-2013, will be directed towards completion of the demand-driven capacity-building work/activities in support of priority subregional development programmes and will support the Subregional Offices contribution to regional integration and implementation of technical assistance initiatives to address the special needs of member States, such as food security and energy shortages, national and subregional capacity-building for the development of mining policies, development of energy policies and strengthening of the ECOWAS Community Development Programme to help overcome major developmental challenges in West Africa. Furthermore, the implementation of the field projects will be in line with the multi-year programme and ECOWAS Vision 2020.

(c) Component 3: subregional activities in Central Africa

Resource requirements (before recosting): $5,865,400

Table 18A.27 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen regional integration in the Central African subregion within the overall framework of NEPAD, the Millennium Development Goals and other emerging global challenges, in the context of Africa's special needs, subregional priorities and the African Union vision

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and the respective regional economic communities, namely, the Economic Community of Central African States and the Central African Economic and Monetary Community, and other intergovernmental organizations, to formulate and implement harmonized macroeconomic and sectoral policies and to address key emerging subregional integration priorities in Central Africa	(a) (i) Increased number of macroeconomic and sectoral policies formulated and/or implemented in the subregion *Performance measures* 2008-2009: 4 macroeconomic and sectoral policies formulated Estimate 2010-2011: 6 macroeconomic and sectoral policies formulated Target 2012-2013: 7 macroeconomic and sectoral policies formulated

	(ii) Increased number of member States, regional economic communities and other intergovernmental organizations providing feedback on the quality of the harmonized policies and strategies that they adopt and implement *Performance measures* 2008-2009: not applicable Estimate 2010-2011: feedback received from 6 member States and regional economic communities Target 2012-2013: feedback received from 7 member States and regional economic communities
(b) Strengthened capacity of the Central African regional economic communities and their specialized institutions to operationalize their compensation and development community funds for the implementation of integration projects	(b) (i) Increased number of rules harmonized and implemented towards a single common market in Central Africa *Performance measures* 2008-2009: 6 rules harmonized and implemented Estimate 2010-2011: 8 rules harmonized and implemented Target 2012-2013: 10 rules harmonized and implemented (ii) Increased number of subregional economic communities and specialized institutions operationalizing appropriate regional funds and integration projects *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 6 subregional economic communities and specialized institutions Target 2012-2013: 7 subregional economic communities and specialized institutions

(c) Strengthened capacity of regional economic communities and member States to formulate policies related to post-conflict recovery	(c) Increased number of appropriate policies formulated by the member States and regional economic communities in Central Africa *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 2 appropriate policies formulated Target 2012-2013: 3 appropriate policies formulated

External factors

18A.87 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that the following potential external factors that may influence the successful implementation of the subprogramme activities are not present: (a) political instability, especially in post-conflict countries; (b) weakening economic and political governance; and (c) low reactivity of the regional institutions and member States in implementing regional integration programmes.

Outputs

18A.88 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Intergovernmental Committee of Experts of the Subregional Development Centre for Central Africa:

a. Substantive servicing of meetings: the annual session of the Intergovernmental Committee of Experts of the Subregional Office for Central Africa (8);

b. Parliamentary documentation: annual report on the status of new information technologies in support of development in Central Africa (2); annual reports on the work of ECA in Central Africa, including the status of implementation of the multi-year programme (2); progress reports on the Millennium Development Goals and other regional and international agendas and special initiatives in Central Africa (2); reports on key economic and social developments and prospects for regional integration in Central Africa (2);

(ii) Ad hoc expert groups: assessing trade and transport facilitation along the corridors in Central Africa (1); harmonizing ICT regulations in Central Africa (2012) (1); rationalizing the market integration tools of the Central African Economic and Monetary Community (CEMAC) and the Economic Community of Central African States (ECCAS) (1);

(iii) Assistance to representatives and rapporteurs: annual meeting of the subregional coordination mechanism for the United Nations system-wide support for the African Union and its NEPAD programme, especially in the context of the multi-year programme with the regional economic communities (2); functional support for the work of United Nations country teams as well as for the work of the thematic clusters of the Regional Coordination Mechanism for Africa (2); meeting on the assessment of the

implementation of the Subregional Office for Central Africa/CEMAC/ECCAS multi-year programme (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: the economies of Central African countries (2);

(ii) Non-recurrent publications: report on the harmonization of ICT legislations in Central Africa (1); report on the implementation of a statistical information system on livestock, meat and fish trade in Central Africa (1); report on the rationalization of market integration tools of CEMAC and ECCAS (1); report on trade and transport facilitation along the corridors in Central Africa (1);

(iii) Booklets, fact-sheets, wallcharts, information kits: brief on emerging issues in Central Africa (1); brochure on gender and peace culture education in Central Africa (1); bulletins: Subregional Office for Central Africa weekly highlights (1); quarterly electronic brief on major activities of the Subregional Office for Central Africa, including the ECA technical assistance programme (1); quarterly newsletters: Echos d'Afrique Centrale (1); synopsis on the operationalization of compensatory funds in Central Africa (1);

(iv) Special events: forum on governance in post-conflict situations: fighting against corruption (1); regional integration day in Central Africa (1);

(v) Technical material: maintenance of Central Africa statistical database (1); observatory on regional integration in Central Africa (1); platform for information development and exchange on climate change among Government experts, intergovernmental organizations and parliamentarians (1); virtual knowledge networks and management of thematic workspaces for communities of practice (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services upon request, for member States, ECCAS and CEMAC and other subregional and intergovernmental organizations in the context of the multi-year programmes, support for the United Nations 10-year capacity-building programme for the African Union, the African Peer Review Mechanism and the Millennium Development Goals on institutional and sectoral issues related to strengthening regional integration and implementation of NEPAD in Central Africa (6);

(ii) Training courses, seminars and workshops: training workshop for decision makers and professionals on appropriate macroeconomic convergence targets and indicators (1); training workshop for decision makers and professionals on mainstreaming regional integration into national development plans (1); training workshop for high-level decision makers and other stakeholders on mainstreaming climate change into agricultural policies (1); training workshop for private sector operators on the application process to the preferential tariff regimes of ECCAS and CEMAC (1); training workshop for professionals and other stakeholders on gender and peace culture education in Central Africa (1);

(iii) Field projects: follow-up to the implementation of the post-conflict regional programme in the ECCAS zone (1); mainstreaming forest conservation into environmental and agricultural policies for food security and climate change mitigation in central Africa (1).

Table 18A.28 **Resource requirements: subprogramme 7 (c), component 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	4 125.1	4 125.1	22	22
Non-post	1 900.5	1 740.3	—	—
Subtotal	**6 025.6**	**5 865.4**	**22**	**22**
Extrabudgetary	128.9	590.8	-	1
Total	**6 154.5**	**6 456.2**	**22**	**23**

18A.89 The resource requirements of $4,125,100 for posts will provide for the continuation of 22 posts (1 D-1, 1 P-5, 4 P-4, 5 P-3, 1 P-2, 2 National Officer and 8 Local level). The amount of $1,740,300 for non-post requirements, will provide for other staff costs, consultants, experts, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The net decrease of $160,200 is attributable to the reduced requirements for other staff costs for freelance interpretation and translation in English, French, Spanish and Portuguese, external printing, supplies and materials, and furniture and equipment, offset by additional requirements due to the increased cost of maintenance of facilities and communications.

18A.90 The extrabudgetary resources of $590,800 from bilateral sources ($551,700) and programme support to be earned ($39,100) are expected to enhance the activities carried out under its regular programme of work through the preparation of technical materials and publications, the participation in and servicing of meetings organized in partnership with ECCAS, CEMAC and other intergovernmental organizations, and the bringing together of stakeholders on priority issues in the Central African subregion, such as corruption in post-conflict countries, mainstreaming climate change into agricultural policies, mainstreaming forest conservation into environmental and agricultural policies, and training private sector operators on the preferential tariff regimes of ECCAS and CEMAC. The extrabudgetary resources will be used mainly to finance advisory services, training courses, seminars and workshops and field projects.

(d) Component 4: subregional activities in East Africa

Resource requirements (before recosting): $5,719,500

Table 18A.29 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the regional integration in the subregion within the overall framework of NEPAD, meeting international development goals, including the Millennium Development Goals, in the context of Africa's special needs, subregional priorities and the African Union vision

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of the member States, the regional economic communities and the intergovernmental organizations in the formulation and implementation of macroeconomic and sectoral policies and programmes, and to domesticate and mainstream regional integration processes, instruments and decisions into national policy, legal and regulatory frameworks	(a) (i) Increased number of common policy measures adopted and implemented by the member States, the regional economic communities and the intergovernmental organizations in the subregion *Performance measures* 2008-2009: 3 common policy measures adopted Estimate 2010-2011: 4 common policy measures adopted Target 2012-2013: 5 common policy measures adopted (ii) Increased number of member States, regional economic communities and other intergovernmental organizations providing feedback on the quality of the harmonized policies and strategies that they adopt and implement *Performance measures* 2008-2009: 8 instances of feedback Estimate 2010-2011: 10 instances of feedback Target 2012-2013: 11 instances of feedback
(b) Enhanced platforms for advocacy and knowledge-sharing, experiences and practices, building consensus and a common Eastern Africa voice and position regarding development agenda and subregional priorities	(b) Increased number of platforms and forums for networking and policy dialogue regarding development agenda and subregional priorities *Performance measures* 2008-2009: 8 platforms and forums for networking

	Estimate 2010-2011: 10 platforms and forums for networking Target 2012-2013: 12 platforms and forums for networking
(c) Increased capacity of the regional economic communities and other intergovernmental organizations, namely, the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes States, the Indian Ocean Commission and the International Conference of the Great Lakes Region through improved partnerships to deepen regional integration in East Africa	(c) Increased number of programmes and projects jointly undertaken with regional economic communities, intergovernmental organizations and other stakeholders to deepen regional integration at the subregional and country levels *Performance measures* 2008-2009: 2 programmes and projects jointly undertaken Estimate 2010-2011: 3 programmes and projects jointly undertaken Target 2012-2013: 4 programmes and projects jointly undertaken

External factors

18A.91 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Governments in East Africa will adopt measures to harmonize their macroeconomic policies; (b) partners will continue to support NEPAD and be willing to strengthen their cooperation with ECA offices in the subregions through their joint programming exercises; and (c) sufficient financial resources will be made available to the Commission for its operational activities at the national and subregional levels.

Outputs

18A.92 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) ECA — Intergovernmental Committee of Experts of the Subregional Development Centre for Eastern Africa:

a. Substantive servicing of meetings: annual session of the Intergovernmental Committee of Experts of the Subregional Office for East Africa (8);

b. Parliamentary documentation: annual report on the work of ECA in East Africa, including the status of implementation of the multi-year programme (2); progress reports on the Millennium Development Goals and other regional and international agendas and special initiatives in the subregion (2); reports on key economic and social developments and prospects for regional integration in East Africa (2);

(ii) Ad hoc expert groups: natural resources and conflict management (International Conference on the Great Lakes Region) (1); review of the report on regional integration in East Africa: domestication and mainstreaming of regional integration processes, instruments and decisions into national policies and legal and regulatory frameworks:

issues, challenges and opportunities (1); review of the report on regional integration in East Africa: towards a common currency in the East African Community (EAC) region: issues, challenges and prospects (1); trade flows and market expansion in East Africa: the impact of trade liberalization schemes (1);

(iii) Assistance to representatives and rapporteurs: functional support for the work of the United Nations country teams as well as for the work of the thematic clusters of the Regional Coordination Mechanism for Africa (2); substantive servicing of the meeting of the subregional coordination mechanism, including preparation of a paper on delivering as one at the subregional level (1); substantive servicing of the meeting of the subregional coordination mechanism, including preparation of a paper on joint programming: the case of food security in East Africa (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: regional integration in East Africa (2);

(ii) Non-recurrent publications: natural resources and conflict management (International Conference on the Great Lakes Region) (1); report on trade flows and market expansion in East Africa: the impact of trade liberalization schemes (1);

(iii) Booklets, fact-sheets, wallcharts, information kits: electronic briefs on major activities of the Subregional Office for East Africa, including the ECA technical assistance programme and other subregional initiatives (1);

(iv) Special events: forum on energy security and expanded access in East Africa (1);

(v) Technical material: maintenance of the East Africa statistical database (1); observatory on regional integration in East Africa (1); virtual knowledge networks and management of thematic workspaces for communities of practice (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services, upon request, for member States, the regional economic communities, intergovernmental organizations and civil society organizations in the context of the multi-year programmes: on institutional and sectoral issues related to strengthening regional integration and implementation of NEPAD in East Africa (1); support for the United Nations 10-year capacity-building programme for the African Union and the African Peer Review Mechanism (8);

(ii) Training courses, seminars and workshops: seminar for professionals and other stakeholders on developing tourism master plans: key steps and approaches (1); workshop for high-level decision makers and other stakeholders on enhancing agricultural research and development for value addition in East Africa (1); workshop for high-level decision makers and other stakeholders on gender-responsive budgeting (1); workshop for high-level decision makers and other stakeholders on modelling and forecasting in East African Community central banks (1); symposium on regional connectivity/integration: advancing paperless trade in East Africa (1);

(iii) Field projects: domestication and mainstreaming of regional integration processes, instruments and decisions into national policies and legal and regulatory frameworks (1).

Table 18A.30 **Resource requirements: subprogramme 7 (d), component 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	4 286.7	4 286.7	22	22
Non-post	1 476.4	1 432.8	—	—
Subtotal	**5 763.1**	**5 719.5**	**22**	**22**
Extrabudgetary	286.4	590.1	1	4
Total	**6 049.5**	**6 309.6**	**23**	**26**

18A.93 The resource requirements of $4,286,700 for posts will provide for 22 posts (1 D-1, 2 P-5, 5 P-4, 3 P-3, 1 P-2, 2 National Officer and 8 Local level). The amount of $1,432,800 for non-post requirements will provide for other staff costs, consultants, experts, travel of staff and for general operational requirements. The net decrease of $43,600 is mainly attributable to reduced requirements for contractual services, supplies and materials and furniture and equipment due to more efficient use of resources, offset by additional requirements for consultants and expert group meetings due to the increase in activities to be carried out under the subprogramme and for general operating expenses due to the increased cost of maintenance of facilities and communications.

18A.94 The estimated $590,100 in extrabudgetary resources, which are to be met from bilateral sources ($551,000) and programme support to be earned ($39,100), will help to ensure the quality and timely delivery of the programmed outputs of the subprogramme, which will serve to enhance the capacity of member States and the regional economic communities to design and implement sound policies and programmes for accelerated poverty reduction in the subregion and to improve the quality, depth and impact of the assistance provided to their main client, the Government of Rwanda. The resources will be used to finance a forum on energy security and expanded access in East Africa, group training and field projects.

(e) Component 5: subregional activities in Southern Africa

Resource requirements (before recosting): $5,880,000

Table 18A.31 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen regional integration in the Southern Africa subregion within the overall framework of NEPAD, the Millennium Development Goals and other emerging global challenges, in the context of subregional priorities and the African Union vision

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, SADC and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in Southern Africa; and achievement of the Millennium Development Goals	(a) Increased number of common policy frameworks and strategies formulated and adopted in these areas *Performance measures* 2008-2009: 7 common policy frameworks and strategies Estimate 2010-2011: 10 common policy frameworks and strategies Target 2012-2013: 12 common policy frameworks and strategies
(b) Strengthened capacity of SADC to implement multi-year programmes and COMESA, EAC and SADC the agreed-upon tripartite programme through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, AfDB, the African Union and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with respective regional economic communities and other partners at the subregional and country levels *Performance measures* 2008-2009: 4 programmes and projects jointly undertaken Estimate 2010-2011: 8 programmes and projects jointly undertaken Target 2012-2013: 10 programmes and projects jointly undertaken (ii) Increased number of projects for which resources are jointly mobilized with regional economic communities in support of multi-year programmes *Performance measures* 2008-2009: 1 project Estimate 2010-2011: 4 projects Target 2012-2013: 5 projects

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, SADC, the private sector, civil society and United Nations agencies	(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the Subregional Office for Southern Africa *Performance measures* 2008-2009: 3 communities of practice Estimate 2010-2011: 5 communities of practice Target 2012-2013: 7 communities of practice

External factors

18A.95 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States will effectively implement the agreed common policy measures and institutional mechanisms; (b) member States will fully endorse the guiding principles of NEPAD and the Millennium Development Goals and translate them into national development programmes; (c) partners will continue to support NEPAD and be willing to strengthen their cooperation with ECA offices in the subregions through their joint programming exercises; and (d) sufficient financial resources will be made available to the Commission for its operational activities at the national and subregional levels.

Outputs

18A.96 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary):

(i) ECA — Intergovernmental Committee of Experts of the Subregional Development Centre for Southern Africa:

a. Substantive servicing of meetings: annual session of the Intergovernmental Committee of Experts of the Subregional Office for Southern Africa (8);

b. Parliamentary documentation: annual report on the work of ECA in Southern Africa, including the status of implementation of the multi-year programmes (2); progress report on the Millennium Development Goals and other regional and international agendas and special initiatives in Southern Africa (2); report on key economic and social developments and prospects for regional integration in Southern Africa (2);

(ii) Ad hoc expert groups: natural resource management in Southern Africa (1); review of the reports on regional integration in Southern Africa on the following topics: topical issue of addressing the challenges of the tripartite free trade area between SADC, EAC and COMESA (1); topical issue of gender policy harmonization in Southern Africa (1); topical issue of policy, programme and protocol harmonization between SADC and COMESA in the framework of the multi-year programmes of collaboration (1); topical issue of the challenges and opportunities of climate change with respect to agriculture and food security in Southern Africa (1);

(iii) Assistance to representatives and rapporteurs; annual meeting of the subregional coordination mechanism for the United Nations system-wide support for the African Union and its NEPAD programme, especially in the context of the multi-year

programme with the regional economic communities (2); functional support for the work of United Nations country teams as well as for the work of the thematic clusters of the Regional Coordination Mechanism for Africa (2);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: regional integration in Southern Africa (2);

(ii) Non-recurrent publications: topical issue of the challenges and opportunities of climate change with respect to agriculture and food security in Southern Africa (1); topical issue of gender policy harmonization in Southern Africa; natural resource management in Southern Africa (1);

(iii) Booklets, fact-sheets, wallcharts, information kits: electronic brief on the major activities of the Subregional Office for Southern Africa, including other subregional initiatives (1); major development policy recommendations emanating from research and studies in Southern Africa (1);

(iv) Special events: promoting the NEPAD/African Peer Review Mechanism codes and standards on corporate governance in Southern Africa (1);

(v) Technical material: maintenance of Southern Africa statistical database (1); observatory on regional integration in Southern Africa (1); virtual knowledge networks and management of thematic workspaces for communities of practice (1); web-based information site on the activities of the Subregional Office for Southern Africa (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services, upon request, for member States, SADC, COMESA, intergovernmental organizations and civil society organizations relating to implementation of activities on the multi-year programme with SADC and COMESA and priority development issues to strengthen regional integration in Southern Africa in the context of the United Nations 10-year capacity-building programme for the African Union, the African Peer Review Mechanism and the Millennium Development Goals (10);

(ii) Training courses, seminars and workshops: a three-day seminar for 20 professionals on results-based management for COMESA and SADC (1); a three-day training workshop for decision makers, professionals and other stakeholders on mainstreaming regional integration into national development plans (1); a three-day workshop on the topical issue of intra-SADC agriculture and food trade (1); workshop for subregional institutions on planning, developing, implementing, monitoring and evaluating ICT programmes (1);

(iii) Field projects: institutional support for SADC and COMESA and member States to address institutional and human capacity-building to facilitate regional integration and to roll out the e-SADC initiative (1); strengthening of the Zambia-Malawi-Mozambique Growth Triangle initiative (1).

Table 18A.32 **Resource requirements: subprogramme 7 (e), component 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	4 544.1	4 544.1	25	25
Non-post	1 421.3	1 335.9	—	—
Subtotal	**5 965.4**	**5 880.0**	**25**	**25**
Extrabudgetary	173.9	100.1	—	1
Total	**6 139.3**	**5 980.1**	**25**	**26**

18A.97 The resource requirements of $4,544,100 will provide for 25 posts (1 D-1, 2 P-5, 4 P-4, 4 P-3, 2 P-2, 3 National Officer and 9 Local level). Non-post requirements of $1,335,900 will provide for other staff costs, consultants and experts, travel of staff, contractual services and other general operating requirements. The net decrease of $85,400 is attributable to reduced requirements for freelance interpretation and translation, contractual services, supplies and materials and furniture and equipment due to more efficient use of resources, offset by additional resources arising from increased cost of maintenance of facilities and communication costs.

18A.98 The extrabudgetary resources of $100,100, which are to be provided from bilateral sources ($61,000) and programme support to be earned ($39,100), will be used to ensure undertaking of planned activities relating to capacity-building to support the SADC and COMESA secretariats, especially in strengthening their monitoring and evaluation systems in order to monitor the tripartite free trade area undertaking between SADC, EAC and COMESA. The activities to be financed will include a special event on promoting the NEPAD/African Peer Review Mechanism codes and standards on corporate governance in Southern Africa and group training and field projects.

Subprogramme 8
Development planning and administration

Resource requirements (before recosting): $923,700

18A.99 The activities under this subprogramme are the responsibility of the African Institute for Economic Development and Planning. The key elements of the subprogramme include the organization of degree and certificate programmes aimed at equipping mid-career and senior officials from the public and private sectors of member States with the skills to respond to current and emerging development policy challenges in Africa. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 8 of programme 14 of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

Table 18A.33 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve public sector management with respect to economic policy and development planning and analysis of the African Governments and other associated development actors

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of ECA member States to share experiences and adopt new approaches and address emerging issues regarding macroeconomic policy and analysis	(a) (i) Increased number of countries adopting new approaches in policy formulation and analysis and appropriate measures, in line with ECA/IDEP recommendations *Performance measures* 2008-2009: not available Estimate 2010-2011: 5 countries adopting new approaches in policy formulation Target 2012-2013: 10 countries adopting new approaches in policy formulation (ii) Increased number of national or subregional public sector departments and institutions in the African region applying appropriate new policies and approaches in planning and analysis *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 13 public sector departments and institutions Target 2012-2013: 23 public sector departments and institutions
(b) Strengthened capacity and sharing of best practices and experiences among member States to adopt development planning (including local area development) policies and approaches	(b) (i) Increased number of countries and subregions (within countries) adopting policies and measures or implementing activities in the area of development planning (including local area development) in line with ECA/IDEP recommendations

	Performance measures 2008-2009: not applicable Estimate 2010-2011: 5 countries and subregions Target 2012-2013: 10 countries and subregions
	(ii) Increased number of respondents in the African region that provide positive feedback regarding their utilization of selected publications and training materials on development planning *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 5 feedback rating Target 2012-2013: 7 feedback rating

External factors

18A.100 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) African Governments and their senior and mid-career development officials will continue to support the activities of the African Institute for Economic Development and Planning and solicit its services; (b) African Governments will maintain the payment of their assessed contributions to the Institute's regular budget; and (c) international development partners will continue to contribute financial and other support to the work of the Institute.

Outputs

18A.101 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: biannual sessions of the Governing Council of the African Institute for Economic Development and Planning (4);

(ii) Parliamentary documentation: report on the status of development planning in Africa to the African Institute for Economic Development and Planning Governing Council (4);

(iii) Ad hoc expert groups: assessing the implications of climate change on Africa's long-term development agenda: an economic perspective (1); governing development in Africa: the role of the State in economic trans ormation (1);

(b) Other substantive activities (regular budget):

(i) Non-recurrent publications: governing development in Africa: the role of the State in economic transformation (1); implications of climate change on Africa's long-term development agenda: an economic perspective (1); training manuals on monographs on selected topics (2);

(ii) Exhibits, guided tours, lectures: annual programme of public lectures on economic policy and management (2);

(iii) Booklets, fact-sheets, wallcharts, information kits: African Institute for Economic Development and Planning bulletin on persistent and emerging economic issues (2); public information materials on socio-economic policy and performance in Africa, including press background notes and African Institute for Economic Development and Planning presentation materials on key issues and concerns of interest to member States (1);

(iv) Technical material: development of networks with like-minded institutions; maintenance of information and documentation services on economic development and planning (1);

(v) Audio-visual resources: CD-ROM on the main substantive topics of the subprogramme (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services, upon request, for member States, intergovernmental, subregional and regional organizations and institutions and other stakeholders geared towards meeting technical assistance needs of national and regional development projects and programmes in the particular areas of: the design of economic recovery programmes; policy analysis; long-term perspective studies; pre-feasibility studies and project analysis; and negotiation strategies and approaches (1);

(ii) Training courses, seminars and workshops: master of arts degree programme for mid-career professionals and policymakers in economic policy and management (2); short-term courses for African civil servants and public/private sector officials in selected areas (20); short-term courses on regional integration; trade policy and trade negotiations; and economic growth and development, with particular emphasis on the Millennium Development Goals and meeting Africa's special needs (8);

(iii) Fellowships and grants: fellows in the master's programme on economic policy and management (4);

(iv) Field projects: fellows in the master's programme on economic policy and management (1).

Table 18A.34 **Resource requirements: subprogramme 8**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Non-post	905.0	923.7	—	—
Subtotal	**905.0**	**923.7**	—	—
Extrabudgetary[a]	—	—	—	—
Total	**905.0**	**923.7**	—	—

[a] Extrabudgetary resources under this subprogramme are provided directly to the African Institute for Economic Development and Planning in accordance with its statute, not to ECA.

18A.102 The resource requirements in the amount of $923,700 provide for the continuation of a grant to the African Institute for Economic Development and Planning to finance four Professional posts (1 D-1, 1 P-5, 1 P-4 and 1 P-3) in accordance with section V of General Assembly resolution 45/248 A and section XVII of General Assembly resolution 46/185 C. The increase restores the grant to its original level of $923,700. In accordance with its statute, the Institute is financed by contributions from Governments of African countries, the United Nations Development Programme (UNDP) and other sources.

Subprogramme 9
Statistics

Resource requirements (before recosting): $5,238,600

18A.103 The activities under this subprogramme are the responsibility of the African Centre for Statistics. The goal of the subprogramme is to increase the statistical capabilities of African countries to collect, compile and use quality, comparable and harmonized statistics to monitor the implementation of the Millennium Development Goals and support regional integration, including the harmonization of methods for censuses, surveys, national accounts, economic classifications and Millennium Development Goal indicators, in compliance with international methodologies such as the 1993 System of National Accounts. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 9 of programme 14 of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

Table 18A.35 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the availability and utilization of quality statistical information for evidence-based policy formulation and tracking progress towards the achievement of national and international development targets, including the Millennium Development Goals in Africa, within the framework of the Reference Regional Strategic Framework for Statistical Capacity-Building in Africa in support of African integration processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and use economic, demographic, social and environmental statistics, including gender-disaggregated and gender-responsive statistics in support of regional integration and the Millennium Development Goals	(a) (i) Increased number of countries that have adopted a national strategy for the development of statistics in accordance with international statistical standards and practices *Performance measures* 2008-2009: 22 countries Estimate 2010-2011: 30 countries Target 2012-2013: 38 countries

		(ii) Increased number of countries that successfully conduct population and housing censuses during the 2010 round in compliance with international standards and practices *Performance measures* 2008-2009: 19 countries Estimate 2010-2011: 25 countries Target 2012-2013: 34 countries
(b) Enhanced national capacities to produce harmonized and comparable statistical data in support of regional integration, macroeconomic convergence programmes, common currency and better economic management in regional economic communities	(b)	(i) Increased number of national statistical offices compiling a comparable set of economic and environmental accounts, in compliance with the 2008 System of National Accounts *Performance measures* 2008-2009: 30 national statistical offices Estimate 2010-2011: 35 national statistical offices Target 2012-2013: 40 national statistical offices (ii) Increased number of countries that have adopted the minimum set of manuals required for statistical harmonization *Performance measures* 2008-2009: 21 countries Estimate 2010-2011: 27 countries Target 2012-2013: 35 countries

External factors

18A.104 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States will provide scaled-up resources for regular statistical operations, censuses, surveys and administrative data; (b) regional economic communities and regional and international partners will join efforts to support the statistical harmonization and capacity-building; and (c) the African Statistical Coordination Committee, which brings together AfDB, the African Union Commission and the African Capacity-Building Foundation, will improve statistical coordination in the region within the scope of the Reference Regional Strategic Framework and the African Charter on Statistics.

Outputs

18A.105 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: third session of the Statistical Commission for Africa (4); second Conference of African Ministers Responsible for Civil Registration (4);

(ii) Parliamentary documentation: external and independent assessment of the implementation of the Reference Regional Strategic Framework for Statistical Capacity-Building in Africa (1); report on civil registration in Africa (1); report on the status of the 2010 round of population and housing censuses in Africa (1); report on vital statistics in Africa (1); report to the third meeting of the Statistical Commission for Africa on the implementation of National Strategies for the Development of Statistics in Africa (1); assessment of the status of the civil registration and vital statistics systems in Africa (1);

(iii) Ad hoc expert groups: group of experts on civil registration and vital statistics (1); group of experts on data management (1); group of experts on development indicators (1); group of experts on gender statistics in support of regional integration and the Millennium Development Goals (1); group of experts on informal sector satellite accounts (1); group of experts on national accounts (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: compendium of African foreign trade statistics (1); compendium on gender statistics (1); joint ECA/AfDB African Statistical Yearbook (2);

(iii) Non-recurrent publications: handbook on major statistical data management software (1); handbook on the development of environmental statistics in Africa (1); handbook on the development of the informal sector satellite accounts (2013) (1); handbook on the production and use of gender statistics (2012) (1); implementation guide for civil registration (2012) (1); manual on developments of indicators beyond 2015 (2013) (1); manual on the implementation of the 2008 System of National Accounts in Africa (1); implementation guide for vital statistics (1);

(iii) Booklets, fact-sheets, wallcharts, information kits: African Statistical Day (2); *African Statistical Journal* (2); African Statistical Newsletter (2); African Statistical Pocketbook (1);

(iv) Special events: African Statistical Day (2); annual Africa Symposium on Statistical Development (2); fifth Forum on African Statistical Development (1);

(v) Technical material: development and maintenance of a climate change database (1); development of a statistical database on infrastructure and natural resources development (1); maintenance of an African statistical database (1); maintenance of a database on indicators of economic and social issues (1);

(vi) Contribution to joint outputs: contribution to the meetings of the thematic clusters of the Regional Coordination Mechanism for Africa (2);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services, upon request, for member States, regional economic communities and intergovernmental organizations on national accounts, gender statistics, census data processing and statistical training in the context of the

United Nations 10-year capacity-building programme for the African Union, the multi-year programmes and the Millennium Development Goals (3);

(ii) Training courses, seminars and workshops: external review of the African Statistical Yearbook (2); seminar on national satellite accounts on household production (1); training courses on the informal sector, national accounts and labour input matrix (1); workshop on international trade statistics (1); workshop on the development of environmental statistics and accounts in Africa (1); workshop on the fifth Forum on African Statistical Development (1); workshop on the implementation of the 2008 System of National Accounts in Africa (1); workshop on the production and use of gender statistics (1); workshop on time-use surveys for the measurement of the contribution of women to countries' economies (1); technical workshop for the Africa Symposium on Statistical Development, with special emphasis on civil registration (1); technical workshop for the Africa Symposium on Statistical Development, with special emphasis on vital statistics (1); workshop on economic and social classifications (1); workshop on statistical training (1);

(iii) Fellowships and grants: six visiting scholars, fellows and interns to support the work of ECA in various areas of statistics, including the informal sector, gender statistics, the statistical training programme for Africa and data management (6);

(iv) Field projects: statistical training programme for Africa for capacity-building of member countries, in collaboration with partners and covering both initial and in-service training (1); strengthening statistical capabilities in satellite accounts for household production, time-use surveys, database management and geoinformation systems (1); strengthening the capabilities of national statistical offices to implement the System of National Accounts in support of the 2011 round of the International Comparison Programme in Africa, in collaboration with AfDB, through group training, pilot studies and the development of manuals and methodologies to decompose gross domestic product by the expenditure method for the computation of purchasing power parities and to compile data for the International Campaign Programme in Africa (1).

Table 18A.36 Resource requirements: subprogramme 9

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	4 286.9	4 706.0	23	25
Non-post	551.6	532.6	—	—
Subtotal	**4 838.5**	**5 238.6**	**23**	**25**
Extrabudgetary	449.1	919.6	—	—
Total	**5 287.6**	**6 158.2**	**23**	**25**

18A.106 The resource requirements in the amount of $4,706,000, which reflect an increase of $419,100, will provide for 25 posts (1 D-1, 4 P-5, 3 P-4, 4 P-3, 1 P-2 and 12 Local level). The increase of $419,100 is the result of the redeployment of: (a) one P-5 post for the Data Management Coordinator from subprogramme 4 to subprogramme 9, guided primarily by the need for ECA to develop more programmatic linkages Commission-wide between the various statistical subsystems (the Data Management Coordinator will enhance the statistical information and geographic data

management component of subprogramme 9, while subprogramme 4 will continue to focus on ICT and science and technology (innovations)), and (b) one Local level post for an Information System Assistant (data management), redeployed from subprogramme 4 to respond to the emerging data needs. Six of the posts (2 P-5, 2 P-4 and 2 P-3 posts) were established under General Assembly resolution 63/260 in relation to development-related activities. Non-post resources of $532,600 will provide for other staff costs, consultants, experts, travel of staff and contractual services. The decrease of $19,000 relates to reduced requirements for consultants since all of the approved staff positions are filled and for contractual services resulting from a decreased need for contractual translation and editing of technical material.

18A.107 The extrabudgetary resources of $919,600, which are to be provided from bilateral sources, will contribute to: ongoing efforts by countries and development partners to scale up statistical operations in support of the results agenda and addressing the improvement in civil registration and vital statistics systems in support of the Millennium Development Goals, data discrepancies between national and international sources in development monitoring, and strengthening data management, including proper dissemination and use by policymakers. The activities to be financed from extrabudgetary resources will include: advisory services in areas such as national accounts, with special emphasis on the implementation of the 2008 System of National Accounts and the production of purchasing power parities in the framework of the International Comparison Programme for Africa, production and use of gender statistics, census data processing for countries that have already conducted their censuses, statistical training covering both initial training and on-the-job training, and the production and use of data on the informal sector and informal employment.

Subprogramme 10
Social development

Resource requirements (before recosting): $2,268,000

18A.108 The activities under this subprogramme are the responsibility of the African Centre for Gender and Social Development. Under this subprogramme, provisions have been foreseen for the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders. The subprogramme aims to strengthen synergy and linkages between the two subprogrammes, Gender and women in development and Social development, and to establish more linkages with other ECA divisions and subregional offices as part of the Delivering as One ECA process of joint planning, resource mobilization and programme delivery, and will initiate, analyse, strengthen, scale up and monitor policies in social and human development. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 10 of programme 14 of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

Table 18A.37 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote poverty reduction and inclusive and equitable sustainable social development, in line with the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to integrate gender and social dimensions in development processes and policies	(a) (i) Increased number of national institutions and intergovernmental bodies applying appropriate policies and integrating gender and social dimensions in development processes *Performance measures* 2008-2009: not applicable Estimate 2010-2011: 5 national institutions and intergovernmental bodies applying appropriate policies Target 2012-2013: 10 national institutions and intergovernmental bodies applying appropriate policies (ii) Increased number of member States and intergovernmental bodies that apply knowledge and tools drawn from the subprogramme when adopting and implementing appropriate development plans that integrate population and gender issues as agreed in the outcomes of the 15-year reviews of the implementation of the Plan of Action of the International Conference on Population and Development and of the Beijing Declaration and Platform for Action *Performance measures* (Number of member States and intergovernmental bodies able to adopt/implement development plans) 2008-2009: not applicable Estimate 2010-2011: 3 Target 2012-2013: 6

(b) Strengthened capacity of member States and intergovernmental bodies to analyse, develop policies and support interventions to achieve social integration	(b) Increased number of member States and intergovernmental bodies utilizing knowledge gained to design, implement and monitor appropriate policies to achieve social integration within a human rights-based approach *Performance measures* (Number of member States and intergovernmental bodies able to design appropriate policies) 2008-2009: Not applicable Estimate 2010-2011: 10 Target 2012-2013: 20

External factors

18A.109 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States are committed to the implementation of regional and international policy frameworks on social development, especially the 15-year review of the implementation of the Programme of Action of the International Conference on Population and Development in Africa; (b) measures will be undertaken by member States to avail the subprogramme with data and reports in a timely manner; and (c) partners will be willing to collaborate and harmonize ECA efforts to support ECA, member States and regional economic communities.

Outputs

18A.110 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: third session of the Committee on Human and Social Development (4);

(ii) Parliamentary documentation: Africa regional review progress report for the 20-year review of the implementation of the Programme of Action of the International Conference on Population and Development (1); progress report on the second review of the Madrid International Plan of Action on Ageing (1); report to the Committee on Human and Social Development (1);

(iii) Ad hoc expert groups: external review of the African Social Development Report (1); review of the African Youth Report (1); review of the International Migration Report (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: assessing progress towards the Millennium Development Goals (2); the African Social Development Report (1);

(ii) Non-recurrent publications: African Youth Report (1); International Migration Report (1);

(iii) Booklets, fact-sheets, wallcharts, information kits: population and development charts and information kits for African policymakers (1);

(iv) Technical material: development of a social development index to support policy formulation and monitoring in Africa (1); knowledge platform on best practices and dialogue on social and human development in Africa (1);

(v) Contribution to joint outputs: contribution to the meetings of the thematic clusters of the Regional Coordination Mechanism for Africa (2);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: technical advisory services, at the request of Governments and intergovernmental bodies, on mainstreaming human and social development in national development strategies in the context of the multi-year programmes, the African Peer Review Mechanism, the United Nations 10-year capacity-building programme for the African Union, and the Millennium Development Goals (4);

(ii) Training courses, seminars and workshops: capacity-building workshop on integrating human and social policies in development plans and strategies in Africa (in collaboration with the African Institute for Economic Development and Planning) (1); regional workshop on mainstreaming disability in development (in collaboration with the Department of Economic and Social Affairs, the African Union Commission and Leonard Cheshire Disability) (1); workshops on mainstreaming human and social dimensions in national policies, programmes and strategies (1);

(iii) Fellowships and grants: visiting scholars, fellows and interns to support the work of ECA in various areas, including regional follow-ups to the Programme of Action of the International Conference on Population and Development and the Madrid International Plan of Action on Ageing, as well as maternal mortality and youth (2);

(iv) Field projects: follow-up and reporting on the implementation of regional and global commitments and declarations on gender and social development (1); mainstreaming human and social development concerns in climate change adaptation and mitigation strategies (1); research work on human and social development to inform policy (1).

Table 18A.38 **Resource requirements: subprogramme 10**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	2 856.0	1 643.5	12	8
Non-post	664.5	624.5	—	—
Subtotal	**3 520.5**	**2 268.0**	**12**	**8**
Extrabudgetary	476.0	1 355.4	1	—
Total	**3 996.5**	**3 623.4**	**13**	**8**

18A.111 The resource requirements in the amount of $1,643,500 provide for 8 posts (1 P-5, 2 P-4, 1 P-3, 1 P-2 and 3 Local level). The decrease of $1,212,500 results from the outward redeployment of 4 posts (1 P-5 and 3 P-3) due to the movement of the Millennium Development Goals/least

developed countries section and its activities from subprogramme 10, Social development, to subprogramme 1, Macroeconomic analysis, finance and economic development, in order to facilitate further convergence of thematic issues and sectoral priorities, through linking the related areas of work and developing enhanced synergies, coherence and complementarities between the respective units. Non-post resources of $624,500 will provide for other staff costs, consultants, experts, travel of staff, contractual services and grants and contributions to the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders. The decrease of $40,000 relates to reduced requirements for experts and contractual services due to recent expenditure history.

18A.112 The extrabudgetary resources of $1,355,400, which are to be provided from bilateral sources, will cover operational activities designed to support national institutions and intergovernmental bodies in the incorporation of social and human development in development strategies, the implementation of the International Conference on Population and Development Programme of Action and the promotion of social integration which will include the following activities: undertaking analytical work to advance social development to address the linkages between population, gender equality, the Millennium Development Goals, HIV/AIDS and development; enhancing the capacity of countries to generate and process social development statistics and support standardized data-collection practices; strengthening and expanding existing information-sharing and peer-learning between countries; and employing an effective communication strategy to ensure wide dissemination of the knowledge outputs of the subprogramme. The outputs benefiting from extrabudgetary resources include the recurrent publication, the African Social Development Report, as well as two non-recurrent publications, a chart and information kit, technical material, fellowships for two visiting scholars; travel of representatives to high-level meetings; travel of staff to provide technical assistance; and two capacity-building workshops. The subprogramme will include research work and studies, field trips, training seminars and workshops, and a regional technical review of the International Conference on Population and Development Programme of Action.

D. Programme support

Resource requirements (before recosting): $38,520,800

18A.113 Programme support services under the Head of Administration, Common Services and Programme Support encompass the functions and structures relating to: management and development of human resources; financial management and budget operations; publications, translation and conference management of the United Nations Conference Centre in Addis Ababa; documentation, archives and records management; finance and accounts; management of central support services, including general services and facilities management; information technology services; the management of IMIS operations; management of the United Nations Health-Care Centre; renovation and construction; management of the new office facilities; and management of common services.

18A.114 During the biennium 2012-2013, the Office of the Head of Administration, Common Services and Programme Support will continue to coordinate provision of the services mentioned above to ensure adequate support for the functions and services of the ECA secretariat, its five subregional offices and the African Institute for Economic Development and Planning. The Office will also coordinate with United Nations agencies based in Ethiopia in regard to support under the United Nations common services framework. Key areas of focus in the programme of work of the Office during the biennium 2012-2013 will be in the following areas: completion of the construction of the additional office facilities by 2012; completion of the access control system under the PACT II

project; upgrading of the current ICT infrastructure in the subregional offices to ensure resilience and reliability, including making use of the disaster recovery sites expected to be available at the United Nations Logistics Base at Brindisi, Italy, and the United Nations Support Base at Valencia, Spain; recruitment drive to achieve the required 5 per cent vacancy rate; implementation and support for the International Public Sector Accounting Standards and roll-out of Umoja; effective management of ECA financial operations; and the improved management of the archiving and records management system. Archiving and records management deserves special mention owing to the current situation where everything is managed using manual systems, a cause for concern because some records span a 35-year period.

18A.115 Some of the major challenges currently envisioned for the Office during the biennium 2012-2013 include: ensuring timely completion of construction of the new office facilities; possible delay in the planned major renovation of the old office building, currently occupied by the United Nations agencies that are expected to move to the new office facilities; the challenge of managing/administering the new office facilities, including with respect to financial, contractual, technical and human resources; adequate support for business continuity and disaster recovery at ECA; provision of adequate administrative and other central support services to the new United Nations agencies that have started operations in Addis Ababa; increased demand for administrative support provided to the subregional offices; implementation of an effective, relevant and modern system for the management of archives and records at ECA; and the increased level of representational activities required to be undertaken by the Director of Administration.

Outputs

18A.116 During the biennium 2012-2013, the following outputs will be delivered:

(a) Administrative support services include: provision of authoritative interpretation of financial policy and procedures, financial reporting and accounting policies and systems; modernization and integration of financial systems; improvement of financial reporting; and strengthening of accountability within the Commission. The activities to be undertaken will include: provision of overall financial management, guidance and advice on the proper utilization of resources, and accurate recording of financial transactions in compliance with the financial and staff rules and regulations; preparation of monthly, yearly and biennial financial statements; preparation of bank reconciliation, verification and approval of payments; recording of accounting transactions and provision of guidance and advice to the subregional offices; processing, review and approval of all payments, including salaries and staff benefits; and provision of information technology support for financial control and reporting;

(b) Human resources mobilization and management: planning, recruitment and mobility; staff administration in relation to conditions of service of ECA staff, including the staff of the five ECA subregional offices; staff services, including reviewing and processing a range of entitlements and benefits; career development activities designed to strengthen the skills and competency of the staff; and staff/management relations. The activities to be undertaken will include: staff selection decisions; administration of staff entitlements in accordance with the conditions of service as specified in the relevant Staff Rules and Regulations; maintenance of human resources databases, establishment of a skills and competency inventory, and introduction of automated services to improve service delivery, reduce transaction costs and enhance client orientation; providing managers with relevant data and information to forecast skills requirements based on the programme delivery needs; guaranteeing appropriate classification of posts and timely circulation of vacancies; ensuring that selection decisions are made on the basis of objective and job-related criteria, taking into account cross-cutting

issues such as geographical representation, gender balance, and core and managerial competencies; provision of training for managers, assessment panel members, members of central review bodies and staff to equip them with the required level of knowledge of their responsibilities and Inspira-related processes; undertaking aggressive outreach efforts to promote the benefits of employment with ECA; planning and implementation of substantive and technical skills upgrading programmes, managing centrally coordinated programmes mainly on United Nations core values, core competencies, managerial competencies and other essential soft skills; guidance for staff and management on performance appraisal rebuttals, grievances and disciplinary and other administrative reviews; provision of training to upgrade staff skills to meet new demands and enhance cross-occupational mobility in order to attain the vision of the Secretary-General to develop a versatile, multi-skilled, mobile and experienced workforce; conduct of programmes to support an organizational culture that ensures high standards of conduct and working relationships; and ensuring an equitable and effective mechanism for staff-management relations at ECA;

(c) Conference services: in the repositioned ECA, priority has been given to improving conference facilities, language services, publications, documentation and reproduction, which are grouped under one umbrella, the Publications and Conference Management Section, as well as marketing and public relations activities. The Section will provide meetings, interpretation and verbatim reporting services; translation and editorial services; and documentation and publication services, including text processing; and continue to provide services to the subregional offices. The major areas of focus of the Section in the biennium 2012-2013 will be to: (a) develop commercial management strategies to promote the use of the United Nations Conference Centre in Addis Ababa by boosting marketing strategies and activities; (b) continue to benefit from the best practices developed by documentation and language services (e-Meets and the Documents, Conference and Production Management System, etc.) already in place; (c) develop realistic charge rates, update the utilization policy for the United Nations Conference Centre and ensure full recovery of costs of non-calendar meetings and services; (d) continue to improve the quality of ECA publications and other documents, including the quality and timeliness of translation and editing; (e) strengthen coordination with the African Union Commission and AfDB in identifying future areas of collaboration in the areas of conference services; (f) play a key role in the integration of emerging publishing technologies across all aspects of operations, including through the launch of paperless distribution and web-to-print services to reduce the cost of hard copy dissemination, and identify new technologies and equipment to improve efficiency and enhance operations; and (g) assume a leading role to provide a cost-effective, secure and simple solution to all aspects of archives and records management;

(d) Budgeting functions can be broadly grouped under two headings, namely, the coordination and substantive preparation of the programme budget, and its management and administration. The following major activities will be undertaken: preparation of the biennial proposed programme budgets and the annual overhead budget; providing guidelines and support to programme managers on budget preparation in compliance with the Secretary-General's directives; monitoring and controlling the use of resources; verification and certification of expenditure documents; appointment and administering of the certifying officers' panel; and issuance of allotments;

(e) The United Nations Health-Care Centre will continue to provide curative services to United Nations staff members and their dependants, promote preventive activities to reduce the burden of diseases and workplace-related illnesses and stress. It will also ensure emergency preparedness for both its personnel and United Nations staff to respond to any disaster;

(f) Information technology services: provision of computing, telecommunications and office automation and support for the information and communications technology infrastructure; provision of software and hardware support and services that will fully satisfy the evolving requirements of ECA, its five subregional offices and the African Institute for Economic Development and Planning; and provision of information and communications technology services to co-located United Nations organizations and of support for their information and communications technology operational requirements, in accordance with the United Nations common services agreement. The domains of knowledge management and telecommunications have become highly critical to support the growing need for acquiring and maintaining reliable, robust and secure data storage to improve information management and communications with United Nations Headquarters in New York, the five subregional offices, the African Institute for Economic Development and Planning, the regional economic communities and other development partners and stakeholders globally. The highest priority of the Information Technology Services Section will be to support the work of the repositioned ECA and its outreach programme, including by enhancing information and knowledge management and dissemination activities, as outlined in the 2010/12 business plan. During the 2012-2013 biennium, the Section will focus on tangible returns in four core areas of ECA activity: (a) continuing support for strengthening the information and communications technology capacity of its subregional offices; (b) increasing the quality and quantity of services to enhance the programme of work of substantive divisions and the subregional offices; (c) enhancing administrative and programme support management; and (d) facilitating the sharing, dissemination and utilization of data, applications and institutional knowledge capital;

(g) Integrated Management Information System: the timely preparation for the migration of IMIS to an enterprise resource planning system involves building dedicated hardware and software platforms able to accommodate data cleaning, consistency checks and data preparation for the migration. IMIS remains essential until its planned phase-out. There are a number of ongoing tasks to be carried out in the 2012-2013 biennium: maintenance, operation and support of the IMIS infrastructure at ECA headquarters and the subregional offices; provision of functional and technical support for IMIS users at ECA, including at the subregional offices; enhancement, upgrade and maintenance of data security, including contingency planning, disaster recovery and business continuity; development and enhancement of competencies in the enterprise resource planning system, with a key focus on technologies, information management skills and practices; and analysis, design, development, delivery, maintenance and support of the ECA workflow and document management systems. New technologies and initiatives, inter alia, will also be included, so that advantage may be taken of new technologies such as virtualization, faster servers, better load balancing and more secure applications, including operating system, database and communication applications, etc;

(h) Central support services: coordinate the preparation of the ECA procurement plan and manage the implementation of the procurement process in a transparent and cost-effective manner; travel, logistics and transportation services, including the management of all ECA travel activities as they relate to official travel of staff, dependants, participants and all others with official travel status; property management and management of ECA inventory and central stores through acquisition of items, receiving and inspection of items, and maintaining property records; facilities management (including maintenance) — provision of operation and maintenance services and continued improved management of major construction projects that are ongoing and planned for 2012-2013 relating to the new office facilities and PACT; facilities management; construction and commercial activities in the

ECA compound, including the travel agency, catering services, fuelling station, wastepaper disposal, car wash and disposal of United Nations property.

Table 18A.39 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	20 015.8	21 603.8	214	223
Non-post	20 029.0	16 917.0	—	—
Subtotal	**40 044.8**	**38 520.8**	**214**	**223**
Extrabudgetary	6 100.5	6 826.7	57	58
Total	**46 145.3**	**45 347.5**	**271**	**281**

18A.117 The resource requirements of $21,603,800 for posts, reflecting an increase of $1,588,000, will provide for 223 posts (1 D-1, 7 P-5, 16 P-4, 19 P-3, 8 P-2, 168 Local level, 1 Field Service and 3 National Officer). The increase of $1,588,000 is the result of: (a) the inward redeployments of: (i) one P-4, one National Officer and four Local level posts from the Office of Strategic Planning and Programme Management to the Division of Administration, Common Services and Programme Support, stemming from the fine-tuning of the organizational restructuring recently carried out with a view to strengthening the overall substantive and administrative programme of work of the Commission, which resulted in the Division of Administration, Common Services and Programme Support fully incorporating the budget management functions that were formerly under the Office of Strategic Planning and Programme Management; (ii) one P-4, from the Office of the Executive Secretary to the Conference Services Section; (iii) one P-4 Language Officer post from the Subregional Office for North Africa; and (iv) one P-4 from subprogramme 4; (b) reclassification of one FS-6 post to a P-4 post to head the ECA Telecommunications Services Unit, whose functions will be, inter alia, to plan and direct major telecommunications projects of significant importance to the Commission, provide professional leadership to the telecommunications team, ensure effective coordination with other United Nations agencies in order to maximize possibilities of inter-agency collaboration in the field of telecommunications, liaise with external service providers, and propose connectivity solutions, including satellite-based solutions, for emergency deployment; and (c) reclassification of one Local level post to a National Officer post for a Facilities Management Officer to carry out the following functions, inter alia: provide technical documentation, comprehensively review the design of the ECA new office facilities and provide the required value engineering for the lighting and its control, the heating, ventilating and air conditioning and the architectural-related installations to ensure their sustainability and energy efficiency; assist in the preparation of designs and technical documentation, and provide administrative support in the envisaged renovation of the ECA old office building, United Nations Conference Centre and Africa Hall projects; and coordinate with the host country, the United Nations Educational, Scientific and Cultural Organization and African Union on facilities projects. The amount of $16,917,000 for non-post requirements will provide for other staff costs, travel of staff, contractual services, general operating expenses, supplies and materials, furniture and equipment and grants and contributions. The net decrease of $3,112,000 is due primarily to recent expenditure relating to decreases for operating requirements, partly offset by increases under other staff costs, travel of staff and contractual services.

Brief description of the recommendation	*Action taken to implement the recommendation*
subregional offices be provided in the next budget submission (para. V.26).	operational modalities of the subregional offices and to assess if any further improvement or fine-tuning was necessary. To that end, the evaluation team had looked at the effectiveness of the implementation of the recommendations of the report of the Secretary-General on enhancing the role of the subregional offices of the Economic Commission for Africa (A/61/471) against the findings of the inspection carried out in 2004 by the Office of Internal Oversight Services (OIOS) on the programme and administrative management of the subregional offices. The findings confirmed that the strengthening of the subregional offices initiated in 2006 had largely succeeded. However, to ensure that the recent improvements and achievements of those offices were sustained in the various subregions, it was recommended that ECA should revisit the possibility of expanding its regular and extrabudgetary resources, especially in the context of operationalizing the multi-year programmes that the subregional offices had signed with major regional economic communities and intergovernmental organizations responsible for implementing NEPAD, as well as within the framework of the new mandate of the subregional offices as strategy coordinators of the subregional coordination mechanism on the United Nations system support for NEPAD. Accordingly, Commission resolution 874 (XLII) on strengthening the subregional offices of the United Nations Economic Commission for Africa calls on donors and ECA partners to scale up efforts to provide adequate financial resources, and commends the Secretary-General for the efforts made to strengthen the subregional offices and requests his continued support for the Commission's programme of work and priorities.
Considering that United Nations support for NEPAD is provided under both sections 11 and 17A of the proposed programme budget, the Advisory Committee recommends that the areas in which complementarities exist	In conformity with the Commission's expanded role in strengthening the coordination of and support for the implementation of NEPAD, and in accordance with the recommendations of the report of the

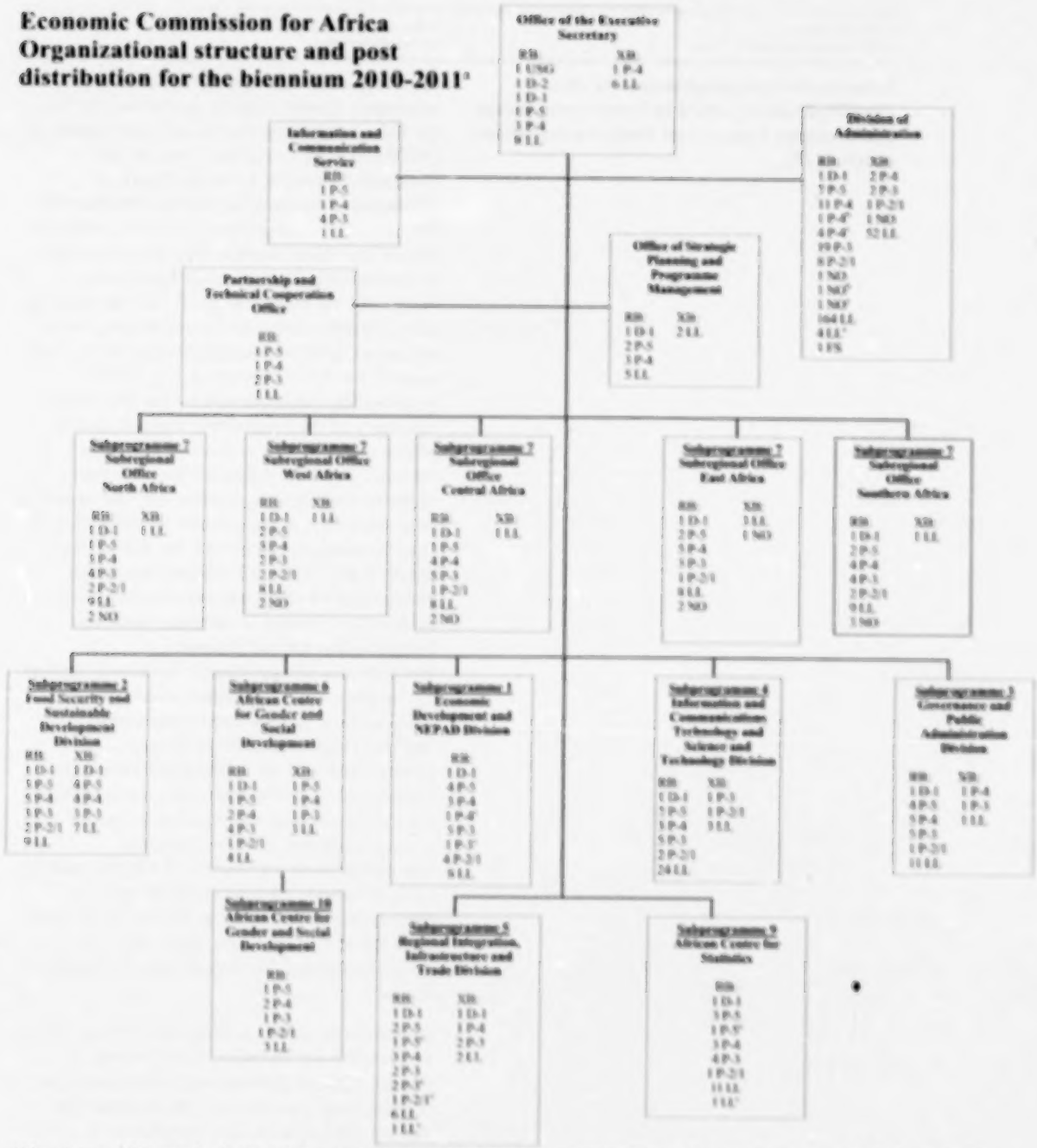
18A.118 The extrabudgetary resources of $6,826,700 for programme support, earned from United Nations organizations and from extrabudgetary activities carried out by ECA, and contributions to the United Nations Trust Fund for African Development and from bilateral sources will provide for 5 Professional, 1 National Officer and 52 Local level posts as well as non-post resources. The Division of Administration will continue to provide support services for substantive programmes and projects in various areas of their programmes of work during the biennium 2012-2013.

Table 18A.40 **Summary of follow-up action taken to implement relevant recommendations of the oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/64/7)	
The Advisory Committee notes that the proposed programme for ECA contains a number of new activities in some priority areas in response to new or revised mandates from relevant intergovernmental bodies in such areas as food security, agriculture and climate change, statistics and statistical capacity-building of member States, as well as provision for the Coalition for Dialogue on Africa, the successor arrangement to the Big Table and Global Coalition for Africa (ibid., paras. 17A.16 and 17A.17). The Committee was informed that the Coalition was a joint initiative of the African Development Bank, the African Union Commission and ECA to provide an independent forum for dialogue on Africa's emerging and pressing challenges aimed at strengthening African ownership of its development agenda. The Committee also notes that the programme directions will continue to be underpinned by the commitment to make ECA a knowledge-based organization on the cutting edge of development thinking in the region (ibid., para. 17A.10). **The Committee looks forward to a progress report on these initiatives in the next budget submission (para. V.20).**	In implementing this recommendation, ECA presented to the Commission at its 2010 session and to the Economic and Social Council at its 2010 substantive session progress reports E/ECA/COE/29/7 and E/ECA/CM/43/6, respectively, which highlighted major achievements under its 10 subprogrammes, with a particular focus on food security, agriculture and climate change, statistics and the statistical capacity-building of member States, as well as a provision for the Coalition for Dialogue on Africa. The Commission took note of the significant progress made in the delivery of most of ECA services. In particular, resolution 870 (XLII) requested ECA to continue to work closely with the African Union Commission, the African Development Bank and other organizations in strengthening the capacity of member States and their intergovernmental organizations to address climate-related issues. The Commission also adopted a resolution on a strategy for the harmonization of statistics and implementation of the African Charter on Statistics (871 (XLIII)), and another on realizing a food-secured Africa (877 (XLIII)).
The Advisory Committee was informed that the vision of the African Union and related programmes, including NEPAD, were all based on the need to promote Africa's integration and development from a subregional perspective. Therefore, ECA had taken measures to strengthen its subregional offices. **The Committee recommends that an assessment of the effectiveness of the strengthening of the**	In January 2010, ECA conducted an independent external evaluation of its five subregional offices. The background, justification and major findings were submitted to the Commission at its 2010 session for review and consideration. In line with its terms of reference, the evaluation team sought, in particular, to gauge the functionality and adequacy of the processes, systems and

Brief description of the recommendation	*Action taken to implement the recommendation*
between the two programmes be clearly identified and reported in future programme performance reports and budget submissions (para. V.27).	Joint Inspection Unit on further measures to strengthen United Nations system support to the New Partnership for Africa's Development (JIU/REP/2005/8) and the report of the Secretary-General's Advisory Panel on International Support for the New Partnership for Africa's Development (A/60/85), deliberate efforts have been made during the preparation of the Commission's proposed programme budget for the biennium 2012-2013 to align the core activities under the Commission's main regular programme budget (section 18 A) with support for NEPAD (section 11). These included the establishment by the Executive Secretary of the Programme Support Group, whose mandate was to retrofit, inter alia, section 11 and the African Union 10-year capacity-building programme into the narrative of section 18 A in the context of Delivering as One Economic Commission for Africa. As a result of this effort, all subprogrammes of programme 14 carry out omnibus activities such as "Assistance to intergovernmental bodies and/or United Nations representatives/rapporteurs: functional support for member States, regional economic communities, the African Union and its NEPAD programme, the multi-year programmes and the Millennium Development Goals" and "Advisory services, upon request, for member States, the regional economic communities and intergovernmental organizations in the context of NEPAD and the United Nations 10-year capacity-building programme for the African Union, the African Peer Review Mechanism, the multi-year programmes and the Millennium Development Goals". Furthermore, all the subregional offices will be responsible for servicing annual meetings of the subregional coordination mechanism for the Regional Coordination Mechanism for Africa. This reflects the Commission's determination not only to support the NEPAD programme, but also to build its programme of work around the priority areas of this continental initiative.

Economic Commission for Africa Organizational structure and post distribution for the biennium 2010-2011[a]


Office of the Executive Secretary
RB: 1 USG, 1 D-2, 1 D-1, 1 P-5, 1 P-4, 9 LL
XB: 1 P-4, 6 LL
Information and Communication Service
RB: 1 P-5, 1 P-4, 4 P-3, 1 LL
Division of Administration
RB: 1 D-1, 5 P-5, 11 P-4, 1 P-4[c], 4 P-4[c], 10 P-3, 8 P-2/1, 1 NO, 1 NO[c], 1 NO[c], 164 LL, 4 LL[c], 1 FS
XB: 2 P-4, 2 P-3, 1 P-2/1, 1 NO, 52 LL
Partnership and Technical Cooperation Office
RB: 1 P-5, 1 P-4, 2 P-3, 1 LL
Office of Strategic Planning and Programme Management
RB: 1 D-1, 2 P-5, 3 P-4, 5 LL
XB: 2 LL
Subprogramme 7 Subregional Office North Africa
RB: 1 D-1, 1 P-5, 1 P-4, 4 P-3, 2 P-2/1, 9 LL, 2 NO
XB: 1 LL
Subprogramme 7 Subregional Office West Africa
RB: 1 D-1, 2 P-5, 5 P-4, 2 P-3, 2 P-2/1, 8 LL, 2 NO
XB: 1 LL
Subprogramme 7 Subregional Office Central Africa
RB: 1 D-1, 1 P-5, 4 P-4, 5 P-3, 1 P-2/1, 8 LL, 2 NO
XB: 1 LL
Subprogramme 7 Subregional Office East Africa
RB: 1 D-1, 2 P-5, 5 P-4, 3 P-3, 1 P-2/1, 8 LL, 2 NO
XB: 1 LL, 1 NO
Subprogramme 7 Subregional Office Southern Africa
RB: 1 D-1, 2 P-5, 4 P-4, 4 P-3, 2 P-2/1, 9 LL, 3 NO
XB: 1 LL
Subprogramme 2 Food Security and Sustainable Development Division
RB: 1 D-1, 5 P-5, 5 P-4, 5 P-3, 2 P-2/1, 9 LL
XB: 1 D-1, 4 P-5, 4 P-4, 1 P-3, 7 LL
Subprogramme 6 African Centre for Gender and Social Development
RB: 1 D-1, 1 P-5, 2 P-4, 4 P-3, 1 P-2/1, 8 LL
XB: 1 P-5, 1 P-4, 1 P-3, 3 LL
Subprogramme 1 Economic Development and NEPAD Division
RB: 1 D-1, 4 P-5, 3 P-4, 1 P-4[c], 5 P-3, 1 P-3[c], 4 P-2/1, 9 LL
Subprogramme 4 Information and Communications Technology and Science and Technology Division
RB: 1 D-1, 5 P-5, 5 P-4, 5 P-3, 2 P-2/1, 24 LL
XB: 1 P-3, 1 P-2/1, 3 LL
Subprogramme 3 Governance and Public Administration Division
RB: 1 D-1, 4 P-5, 5 P-4, 5 P-3, 1 P-2/1, 11 LL
XB: 1 P-4, 1 P-3, 1 LL
Subprogramme 10 African Centre for Gender and Social Development
RB: 1 P-5, 2 P-4, 1 P-3, 1 P-2/1, 5 LL
Subprogramme 5 Regional Integration, Infrastructure and Trade Division
RB: 1 D-1, 2 P-5, 1 P-5[c], 5 P-4, 2 P-3, 2 P-3[c], 1 P-2/1[c], 6 LL, 1 LL[c]
XB: 1 D-1, 1 P-4, 2 P-3, 2 LL
Subprogramme 9 African Centre for Statistics
RB: 1 D-1, 5 P-5, 1 P-5[c], 5 P-4, 4 P-3, 1 P-2/1, 11 LL, 1 LL[c]

Abbreviations: RB, regular budget; XB, extrabudgetary; USG, Under-Secretary-General; L, project personnel; LL, Local level; FS, Field Service; NO, National Officer.

[a] Subprogramme 8 is not depicted as it is implemented by the African Institute for Economic Development and Planning.

[b] Reclassification 1 FS to P-4 and 1 Local level to National Officer.

[c] Redeployment.

Section 18B
Regional Commissions New York Office

Resource requirements (before recosting): $1,895,600

18B.1 The Regional Commissions New York Office serves as the focal point for all aspects of the substantive and operational activities of the five regional commissions with departments, offices, funds and programmes at United Nations Headquarters. As part of its outreach role on behalf of the regional commissions, it maintains regular contact with permanent missions of Member States of the United Nations, relevant intergovernmental and non-governmental organizations, liaison offices of organizations of the United Nations system and the public in New York. The Office provides substantive and representational activities to the General Assembly and the Economic and Social Council under agenda items relevant to the work of the regional commissions. Through its participation in these global intergovernmental meetings, the Office ensures that the mandates and activities of the regional commissions, which address a wide range of economic and social issues, are taken into account in the deliberations and recommendations of the General Assembly and the Economic and Social Council and their subsidiary bodies. It participates in inter-agency and intersecretariat meetings, such as the United Nations System Chief Executives Board for Coordination (notably its policy and operational pillars through the High-level Committee on Programmes) and the United Nations Development Group and their subsidiary bodies, as well as the Executive Committee on Economic and Social Affairs, to ensure coherent, efficient and cost-effective representation of all regional commissions as well as improved harmonization and cooperation between the regional commissions and relevant United Nations organizations, including the funds and programmes and the specialized agencies. It provides the commissions with an analysis and synthesis of developments as they occur during intergovernmental and inter-agency meetings held at Headquarters, as well as policy recommendations relating to these developments. The Office assists in identifying global trends, challenges and opportunities that have a bearing on the work and positioning of the regional commissions and provides strategic advice in this regard. It acts as the global coordinating secretariat for cooperation and interregional activities among the regional commissions, services the meetings of the Executive Secretaries and provides support for the functions of the current Coordinator of the regional commissions.

Table 18B.1 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective 1 of the Organization: To backstop the effective implementation of legislative mandates at the regional level through the provision of policy advice to the regional commissions on relevant global developments with a bearing on their strategic positioning and/or implications on their programme of work

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Appropriate policy recommendations are submitted to the regional commissions following monitoring and analysis of policy development relating to international and regional cooperation, as well as relevant developments and decisions of the United Nations global intergovernmental, inter-agency and interdepartmental machineries	(a) (i) Strategic inputs for agendas and policy recommendations provided by the Regional Commissions New York Office to the meetings of the Executive Secretaries of the regional commissions

	Performance measures (Number of inputs for agendas and policy recommendations provided to meetings of the Executive Secretaries) 2008-2009: 8 Estimate 2010-2011: 7 Target 2012-2013: 8
(b) Decisions reached by United Nations global intergovernmental, inter-agency and interdepartmental machineries are informed and influenced by policy perspectives, decisions, programme contributions and activities of the regional commissions	(b) Number of views and mandates of the regional commissions that are taken into account by and reflected in intergovernmental, inter-agency and interdepartmental decisions and policy actions at the global level *Performance measures* 2008-2009: 75 General Assembly resolutions and 29 Economic and Social Council resolutions adopted with relevance to the programme of work of the regional commissions Estimate 2010-2011: 76 General Assembly resolutions and 29 Economic and Social Council resolutions adopted with relevance to the programme of work of the regional commissions Target 2012-2013: 76 General Assembly resolutions and 29 Economic and Social Council resolutions adopted with relevance to the programme of work of the regional commissions
(c) Enhanced contribution to interregional cooperation among the regional commissions	(c) (i) Initiatives and joint policy and position papers are submitted and/or effectively supported through the Regional Commissions New York Office as a catalyst for promoting harmonization, best practices and interregional cooperation among the regional commissions *Performance measures* 2008-2009: 13 initiatives and policy/position papers Estimate 2010-2011: 9 initiatives and policy/position papers Target 2012-2013: 10 initiatives and policy/position papers

(ii) The role of the Regional Commissions New York Office as a clearing house of Development Account project proposals by the regional commissions and a member of the Development Account Steering Committee effectively enhanced with a view to identifying synergies and complementarities among project proposals submitted by the regional commissions and promoting interregional cooperation

Performance measures

2008-2009: 60 project proposals vetted by the Office

Estimate 2010-2011: 46 project proposals vetted by the Office

Target 2012-2013: 45 project proposals vetted by the Office

(d) The Economic and Social Council is appraised on: regional perspectives and analysis of major development issues active on the global agenda; policy discussions and decisions taken by the regional commissions, ministerial and other high-level meetings and forums; progress in promoting system-wide coherence through its mandated Regional Coordination Mechanism; and on ongoing interregional cooperation among the regional commissions

(d) Increase in percentage of timely submissions of the annual report of the Secretary-General to the Economic and Social Council on regional cooperation in the economic, social and related fields with appropriate analysis and information as well as other parliamentary documents submitted through the Office

Performance measures

2008-2009: 90 per cent of output delivery with appropriate analysis and information within established deadlines

Estimate 2010-2011: 100 per cent of output delivery with appropriate analysis and information within established deadlines

Target 2012-2013: 100 per cent of output delivery with appropriate analysis and information within established deadlines

(e) The Regional Commissions New York Office is effectively managed	(e) Timely delivery of outputs and services *Performance measures* 2008-2009: 100 per cent output delivery within established deadlines Estimate 2010-2011: 100 per cent output delivery within established deadlines Target 2012-2013: 100 per cent output delivery within established deadlines

Outputs

18B.2 During the biennium 2012-2013 the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: provision of substantive and representational activities to the General Assembly and the Economic and Social Council under agenda items relevant to the work of the regional commissions; representation of the five regional commissions at Headquarters at intergovernmental meetings; secretariat support for the meetings of the Executive Secretaries;

(ii) Parliamentary documentation: annual report of the Secretary-General on regional cooperation in the economic, social and related fields, submitted to the Economic and Social Council at its substantive session;

(b) Other substantive activities (regular budget):

(i) Exhibits, guided tours, lectures: briefings or acting as a channel of information among the regional commissions, Headquarters, funds and programmes, permanent missions of Member States in New York, liaison offices of specialized agencies at Headquarters and the general public on the work of the regional commissions;

(ii) Technical material: provision of analysis and synthesis of relevant developments occurring in intergovernmental and inter-agency meetings held at Headquarters or attended by the Office on behalf of the commissions, as well as policy recommendations relating thereto; provision of advice on global trends, challenges and opportunities that have a bearing on the work and positioning of the regional commissions;

(iii) Booklets, fact-sheets, wallcharts, information kits: publication, in print and on the United Nations website, of a biennial newsletter that is circulated to delegations, relevant entities within the United Nations and funds, programmes and agencies of the United Nations system, other relevant institutions and the general public;

(iv) Participation in meetings of the United Nations System Chief Executives Board for Coordination and other inter-agency meetings and activities, and contribution to joint activities: representation of the five regional commissions at inter-agency and interdepartmental meetings held at Headquarters; acting as the coordinating secretariat for interregional cooperation, which includes supporting the role of the current Coordinator of the regional commissions, servicing the meetings of the Executive Secretaries, providing global advice at annual meetings of the chiefs of programme

planning of the commissions, acting as a clearing house for the project proposals of the commissions financed by the United Nations Development Account and representing the commissions at meetings of the Steering Committee of the United Nations Development Account.

Table 18B.2 **Resource requirements: Regional Commissions New York Office**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	1 784.2	1784.2	6	6
Non-post	111.4	111.4	—	—
Subtotal	**1 895.6**	**1 895.6**	**6**	**6**
Extrabudgetary	—	—	—	—
Total	**1 895.6**	**1 895.6**	**6**	**6**

18B.3 The amount of $1,784,200 provides for six posts (1 D-1, 1 P-5, 1 P-4, 1 P-3 and 2 General Service) in the Regional Commissions New York Office. The amount of $111,400 for non-post requirements will provide for other staff costs, travel of staff, contractual services and other operating requirements.

Annex

Outputs produced in 2010-2011 not to be carried out in the biennium 2012-2013

A/64/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 1, Trade, finance and economic development			
17A.49 (a) (ii)	Aid for Trade and Africa's trading capacity: supply, demand and performance	1	Non-recurrent
17A.49 (a) (ii)	Africa and the establishment of a new international financial architecture: challenges and opportunities	1	Non-recurrent
17A.49 (a) (ii)	Industrial policies for structural transformation of African economies	1	Non-recurrent
17A.49 (a) (iii)	Regional preparatory meeting of the African least developed countries in preparation for the fourth United Nations Conference on the Least Developed Countries	1	Non-recurrent
17A.49 (b) (ii)	Monitoring Aid for Trade: focus on Africa	1	Non-recurrent
17A.49 (b) (ii)	Enhancing employment and growth in Africa through South-South cooperation	1	Non-recurrent
17A.49 (b) (ii)	Position papers and policy briefs on emerging issues and challenges of relevance to Africa's development	4	Non-recurrent
Carried forward[a]	Millennium Development Goal-sensitive economic model for selected African countries (2008)	1	Non-recurrent
17A.49 (b) (ii)	Industrial policy for structural transformation in Africa: options and best practices	1	Non-recurrent
17A.49 (b) (ii)	Unpacking the Doha Round modalities for Africa's prospects in regard to achieving internationally agreed development goals	1	Non-recurrent
17A.49 (b) (ii)	Selected policy issues related to financing for development, including measures to promote cooperation	1	Non-recurrent
17A.49 (b) (ii)	Study on the reform of the international financial architecture and the policy implications for Africa	1	Non-recurrent

[a] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.49 (b) (ii)).

A/64/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
17A.49 (b) (ii)	Impact of trade facilitation mechanisms on export competitiveness in Africa	1	Non-recurrent
17A.49 (b) (ii)	Fiscal and monetary policy reforms and growth performance for poverty reduction in Africa: best practices and lessons learned	1	Non-recurrent
17A.49 (b) (vi)	Regional forum on financing for development	4	Non-recurrent
17A.49 (b) (iii)	Toolkits to mainstream and integrate macroeconomic and sectoral policies in national development strategies	1	Non-recurrent
17A.49 (c) (i)	Workshop on achieving the Millennium Development Goals, with a focus on poverty and livelihoods, gender and environment: the implications of the outcomes of the Doha Round of trade negotiations and those carried out under economic partnership agreements	1	Non-recurrent
17A.49 (c) (i)	Seminar on enhancing industrial policy formulation and management	1	Non-recurrent
17A.49 (c) (ii)	Application of toolkits and models for strengthening capacity for macroeconomic analysis and forecasting in Africa	1	Non-recurrent
Subtotal		**25**	
Subprogramme 2, Food security and sustainable development			
17A.54 (a) (iii)	Monitoring and assessing progress made in regard to sustainable development in Africa	1	Non-recurrent
17A.54 (a) (iii)	Developing strategic agricultural commodity value chains for food security and sustainable development in Africa within the context of NEPAD/Comprehensive Africa Agriculture Development Programme	2	Non-recurrent
17A.54 (a) (iii)	Food security in Africa: challenges, opportunities and policy options	1	Non-recurrent
17A.54 (b) (ii)	Developing strategic agricultural commodity value chains for food security and sustainable development in Africa	1	Non-recurrent
17A.54 (b) (ii)	Climate change and development in Africa: priorities and policy options	1	Non-recurrent

A/64/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
17A.54 (b) (ii)	Tracking progress in land policy formulation and implementation in Africa	1	Non-recurrent
17A.54 (b) (ii)	Food security in Africa: challenges, opportunities and policy options	1	Non-recurrent
17A.54 (b) (iii)	Seventh African Development Forum, on climate change and sustainable development in Africa	1	Non-recurrent
Carried forward[b]	High-level meeting on public-private partnerships in agro-industry and agribusiness	1	Non-recurrent
17A.54 (c) (i)	Workshop on trade and environment linkages for policymakers from member States and the regional economic communities	1	Non-recurrent
17A.54 (c) (i)	Regional seminar to validate the regional-level indicator framework and indices on sustainable development for Africa	1	Non-recurrent
Carried forward[c]	Workshop on institutional and strategic frameworks for sustainable development for 60 professionals and policymakers	1	Non-recurrent
Carried forward[d]	Seminar on environmental accounting for 60 professionals and policymakers	1	Non-recurrent
17A.54 (c) (i)	Symposium on the development of strategic agricultural commodity value chains for food security and sustainable development in Africa	1	Non-recurrent
17A.54 (c) (i)	Subregional seminars on the sustainable development indicator frameworks and indices for Africa	3	Non-recurrent
17A.54 (c) (ii)	Capacity-building in disaster risk assessment and management in Africa	1	Non-recurrent
Added by discretion	The cost of hunger in Africa: the economic and social impact of child undernutrition	1	Non-recurrent
Added by discretion	Study on public-private partnerships for agribusiness and agro-industry development in Africa	1	Non-recurrent

[b] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.54 (b) (iii)).
[c] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.54 (c) (i)).
[d] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.54 (c) (i)).

A/64/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Carried forward[c]	Promoting biofuel development for sustainable development in Africa	1	Non-recurrent
17A.54 (c) (ii)	Developing value chains of regional strategic agricultural commodities for food security and sustainable development in Africa	1	Non-recurrent
17A.54 (c) (ii)	Climate and development programmes in Africa	1	Non-recurrent
17A.54 (c) (ii)	Supporting land policy formulation and implementation in Africa	1	Non-recurrent
Subtotal		**25**	
Subprogramme 3, Governance and public administration			
17A.59 (a) (iii)	Enhancing public financial management with a view to improving domestic resource mobilization	1	Non-recurrent
17A.59 (a) (iii)	Strengthening popular participation and good governance in Africa	1	Non-recurrent
17A.59 (b) (ii)	Rebuilding the public service in post-conflict countries: issues and challenges	1	Non-recurrent
17A.59 (b) (ii)	Role of parliaments in promoting best practices in good governance	1	Non-recurrent
17A.59 (b) (ii)	Role of the private sector in strengthening regional integration in Africa: best practices and lessons learned	1	Non-recurrent
Added by discretion	Mainstreaming a gender perspective in the work of ECA: an analysis of the impact at the member State level	1	Non-recurrent
Added by discretion	Addressing gender concerns: an analysis of the poverty reduction strategies in selected African post-conflict countries	1	Non-recurrent
17A.59 (b) (ii)	Strategies and options to strengthen public financial management with a view to ensuring effective domestic resource mobilization	1	Non-recurrent
17A.59 (b) (ii)	Enhancing the transparency and accountability of civil society organizations in Africa: best practices and emerging issues	1	Non-recurrent

[c] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.54 (c) (ii)).

A/64/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
17A.59 (b) (ii)	Traditional institutions and conflict resolution in rural Africa	1	Non-recurrent
17A.59 (b) (ii)	Case study on the implementation of the African Peer Review Mechanism: best practices and lessons learned	1	Non-recurrent
17A.59 (b) (iv)	Pamphlets for parliamentarians and national governing councils participating in the African Peer Review Mechanism process	1	Non-recurrent
Carried forward[f]	Forum on the promotion of investment opportunities and private sector development in Africa	1	Non-recurrent
17A.59 (c) (iv)	Advisory services on promoting good governance, with particular emphasis on strengthening public sector management	2	Non-recurrent
17A.59 (c) (iv)	Advisory services on private sector development and enhancing the role of civil society organizations in the context of the African Union and its NEPAD programme	2	Non-recurrent
17A.59 (c) (iv)	Advisory services on institution-building in post-conflict countries	2	Non-recurrent
17A.59 (c) (i)	Training workshop on building institutional capacity in post-conflict countries for major stakeholders, including civil society organizations	1	Non-recurrent
17A.59 (c) (i)	Public-private partnership in public service delivery: best practices and emerging trends	1	Non-recurrent
17A.59 (c) (i)	Group training on capacity-building to support the development of small and medium-sized enterprises: intra-Africa business networks	1	Non-recurrent
17A.59 (c) (i)	Training workshop for members of national parliaments and regional civil society organizations on the African Peer Review Mechanism	1	Non-recurrent
17A.59 (c) (ii)	Fellows, visiting scholars and interns to support the work of ECA on governance issues, including the preparation of the African Governance Report and public sector management	4	Non-recurrent

[f] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.59 (b) (v)).

17A.59 (c) (iii)	Supporting the development of small and medium-sized enterprises in Africa: establishing intra-Africa business networks and a global linkage	1	Non-recurrent
17A.59 (c) (iii)	Strengthening governance systems and public participation in Africa, including in post-conflict countries using the findings of the African Governance Report and the African Peer Review Mechanism	1	Non-recurrent
17A.59 (c) (iii)	Supporting the development of small and medium-sized enterprises in Africa: establishing intra-Africa business networks and a global linkage	1	Non-recurrent
17A.59 (c) (iii)	Strengthening the capacity of regional and national institutions to combat corruption	1	Non-recurrent
Subtotal		**31**	

Subprogramme 4, Information and science and technology for development

17A.64 (a) (iii)	Computation of the parameters for the best-fitting datum of the African Geodetic Reference Frame	1	Non-recurrent
17A.64 (b) (ii)	Legal and regulatory frameworks for the knowledge economy in Africa: best practices	1	Non-recurrent
Added by discretion	The patent system in Africa: its contribution and potential in stimulating innovation, technology transfer and fostering science and technology	1	Non-recurrent
Added by discretion	A technological resurgence? Africa in the global flows of technology	1	Non-recurrent
17A.64 (b) (ii)	Science, technology and innovation for achieving the Millennium Development Goals in Africa	1	Non-recurrent
17A.64 (b) (ii)	Position papers and policy briefs on knowledge economy issues	4	Non-recurrent
17A.64 (b) (v)	Development of a core list of science, technology and innovation indicators for Africa	1	Non-recurrent
Added by discretion	Technology in Governments in Africa	1	Non-recurrent

17A.64 (b) (iv)	Posters and pamphlets for the second meeting of the Committee on Development Information, Science and Technology and for the Committee on Science and Technology for Development	1	Non-recurrent
17A.64 (b) (v)	Inventory and status of fundamental geospatial datasets in Africa	1	Non-recurrent
17A.64 (c) (i)	Regional workshop for professionals on geoinformation policy development and geospatial standards	1	Non-recurrent
17A.64 (c) (i)	Regional workshop on science, technology and innovation systems for Africa's development	1	Non-recurrent
Added by discretion	Gender mainstreaming in science, technology and innovation in the East African Community	1	Non-recurrent
Added by discretion	Launch of the East African Research Network of Excellence	2	Non-recurrent
Added by discretion	Training on measuring ICT access and use in households and businesses	1	Non-recurrent
Added by discretion	Strengthening technological innovation in Nigeria's manufacturing sector	1	Non-recurrent
Added by discretion	Climate change and scientific consequences in Africa: post-Copenhagen	1	Non-recurrent
17A.64 (c) (iii)	Information and communications technology applications for socio-economic development	1	Non-recurrent
17A.64 (c) (iii)	Supporting the development of centres of excellence, including in respect of information and communications technology, science and technology for Africa	1	Non-recurrent
17A.64 (c) (iii)	Implementation of the continent-wide African Reference Frame	1	Non-recurrent
17A.64 (c) (iii)	Establishment of the Science with Africa Centre	1	Non-recurrent
Subtotal		**25**	
Subprogramme 5, Economic cooperation and regional integration			
17A.69 (b) (ii)	Progress towards achieving the Africa Mining Vision	1	Non-recurrent

17A.69 (b) (ii)	Development of biofuels in Africa: technology options and related policy and regulatory issues	1	Non-recurrent
17A.69 (b) (ii)	Harmonization of free trade areas regimes among regional economic communities	1	Non-recurrent
17A.69 (b) (ii)	Regional norms for the Trans-African Highway	1	Non-recurrent
Carried forward[g]	A five-year review of the NEPAD Short-term Action Plan: status of energy and transport development in Africa	1	Non-recurrent
Carried forward[h]	Status of implementation of the Yamoussoukro Decision in selected countries	1	Non-recurrent
17A.69 (b) (ii)	Compendium of best practices in utility regulation: towards energy policy harmonization	1	Non-recurrent
17A.69 (b) (iii)	Contribution to the implementation of the Africa Water Vision	1	Non-recurrent
17A.69 (c) (i)	Training course on contract negotiations for natural resources development	2	Non-recurrent
17A.69 (c) (i)	Workshop for stakeholders, including corridor management agencies, on trade facilitation issues and the promotion of intra-African trade	1	Non-recurrent
17A.69 (c) (i)	Workshop on the establishment of harmonized free trade areas regimes among the regional economic communities	1	Non-recurrent
17A.69 (c) (i)	Workshop on the design of public-private partnership agreements on infrastructure (a recommendation of the African review meeting of the Almaty Programme of Action)	2	Non-recurrent
17A.69 (c) (iii)	Project on the harmonization of mineral policies, laws, regulations, standards and codes: support for the African Union and the regional economic communities	1	Non-recurrent
17A.69 (c) (iii)	Implementation of the Sub-Saharan African Transport Policy and Programme	1	Non-recurrent

[g] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.69 (b) (ii)).
[h] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.69 (b) (ii)).
[i] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.69 (c) (ii)).

Carried forward[1]	Establishing a mechanism for scaling-up rural energy access in Africa	1	Non-recurrent
17A.69 (c) (iii)	Mainstreaming road safety in national policies and development plans in Africa	1	Non-recurrent
Subtotal		**18**	
Subprogramme 6, Gender and women in development			
17A.74 (a) (ii)	Women and food security in Africa	1	Non-recurrent
17A.74 (b) (ii)	Gender dimension of food security in Africa	1	Non-recurrent
17A.74 (b) (ii)	Gender sensitive policies: simulations from the gender-aware macroeconomic model	2	Non-recurrent
17A.74 (b) (ii)	The African Gender and Development Index	2	Non-recurrent
Added by discretion	A regional workshop on national satellite accounts of household production	1	Non-recurrent
17A.74 (c) (ii)	Operational toolkits for mainstreaming gender in national policies, programmes and strategies	1	Non-recurrent
Subtotal		**8**	
Subprogramme 7 (a), Component 1: subregional activities in North Africa			
17A.80 (a) (iii)	Assessing trends, challenges and opportunities in workers' mobility in the Maghreb	1	Non-recurrent
17A.80 (a) (iii)	Financing for development in North Africa: the case of middle-income countries	1	Non-recurrent
17A.80 (a) (iii)	North African approach to South-South and triangular cooperation in the context of world economic governance	1	Non-recurrent
Added by legislation	Assessing the Subregional Office for North Africa and the Arab Maghreb Union multi-year programme	1	Non-recurrent
17A.80 (b) (i)	North African approach to South-South and triangular cooperation in the context of world economic governance	1	Non-recurrent
17A.80 (b) (i)	Mobilizing resources for financing development in North Africa	1	Non-recurrent
17A.80 (b) (i)	Workers' mobility in the Maghreb	1	Non-recurrent

17A.80 (b) (i)	Reinforcing social dimensions in development policies and programmes in North Africa in collaboration with the Economic and Social Commission for Western Asia (ESCWA)	1	Non-recurrent
Added by legislation	World Trade Organization international colloquium: "Trade, growth and future integration in the Mediterranean: attractiveness, migration and regionalization"	1	Non-recurrent
Added by legislation	Colloquium on the role of women entrepreneurs in Maghreb economic development	1	Non-recurrent
17A.80 (c) (ii)	Training workshop on climate change and sustainable development in North Africa	1	Non-recurrent
17A.80 (c) (ii)	Training workshop on the harmonization of the legal framework, the cybersecurity approach and the methodology used in generating information and communications technology indicators	1	Non-recurrent
Carried forward[1]	Workshop for 20 professionals on mainstreaming poverty reduction strategies in national policies	1	Non-recurrent
Added by discretion	Train-the-trainer workshop on innovative tools and techniques for statistical data management and dissemination	1	Non-recurrent
17A.80 (c) (ii)	Subregional aspects of the knowledge society	1	Non-recurrent
17A.80 (c) (iii)	The challenges of energy in the Maghreb region	1	Non-recurrent
17A.80 (c) (iii)	Causes, dimensions and dynamic of poverty in North Africa in collaboration with ESCWA	1	Non-recurrent
Added by discretion	Joint ECA/ESCWA/ECE Mediterranean initiative: alternative approaches to financing new and renewable energy projects	1	Non-recurrent
Subtotal		**18**	

[1] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.79 (c) (ii)).

Subprogramme 7 (b), Component 2: subregional activities in West Africa

17A.85 (a) (iii)	Fragile States and development in West Africa	1	Non-recurrent
17A.85 (a) (iii)	New trends in South-South and triangular cooperation: implications for West African countries	1	Non-recurrent
17A.85 (a) (iii)	Strategy for youth self-employment in West Africa	1	Non-recurrent
17A.85 (a) (iii)	Strengthening public-private partnership in the electricity sector in West Africa	1	Non-recurrent
17A.85 (b) (i)	South-South and triangular cooperation: implications for West African countries	1	Non-recurrent
17A.85 (b) (i)	Report on strengthening public-private partnership in the electricity sector in West Africa	1	Non-recurrent
17A.85 (b) (i)	Youth self-employment in West Africa	1	Non-recurrent
17A.85 (b) (i)	Report on fragile States and development in West Africa	1	Non-recurrent
17A.85 (b) (i)	Report on the harmonization of methodologies for data collection and economic forecasting in West Africa	1	Non-recurrent
17A.85 (b) (v)	Prospectus on regional integration in West Africa	1	Non-recurrent
Carried forward[k]	The West Africa Development Forum: employment for youth	1	Non-recurrent
17A.85 (b) (iii)	Forum on trade transit facilitation between landlocked and coastal countries in West Africa	1	Non-recurrent
17A.85 (c) (ii)	Training workshop on public-private partnership in the agro-industry and agribusiness	1	Non-recurrent
17A.85 (c) (ii)	Training workshop in collaboration with the African Centre of Meteorological Applications to Development on climate change and sustainable development in West Africa	1	Non-recurrent

[k] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.83 (b) (iii)).

Carried forward[1]	Workshop for approximately 15 professionals on exchange of experience in the development and implementation of poverty reduction strategies	1	Non-recurrent
17A.85 (c) (ii)	Workshop on governance indicators in West Africa	1	Non-recurrent
17A.85 (c) (ii)	Workshop on harmonization of data collection and economic forecasting	1	Non-recurrent
17A.85 (c) (iii)	Capacity-building for coordinated natural resources management policies in the ECOWAS region	1	Non-recurrent
Subtotal		**18**	
Subprogramme 7 (c), Component 3: subregional activities in Central Africa			
17A.89 (a) (iii)	Addressing emerging issues on infrastructure development in Central Africa	1	Non-recurrent
17A.89 (a) (iii)	New trends in South-South and triangular cooperation: implications for Central African countries	1	Non-recurrent
17A.89 (a) (iii)	Tariff nomenclature for the establishment of the customs union ECCAS/CEMAC	1	Non-recurrent
17A.89 (b) (ii)	South-South and triangular cooperation: implications for Central African countries	1	Non-recurrent
17A.89 (b) (ii)	Emerging issues on infrastructure development in Central Africa	1	Non-recurrent
17A.89 (b) (ii)	Status of the implementation of the ECCAS free trade zone	1	Non-recurrent
17A.89 (b) (ii)	Strategies for the improvement of ECCAS/CEMAC market performance	1	Non-recurrent
Added by legislation	Second multi-year programme 2011-2013	1	Non-recurrent
17A.89 (c) (ii)	Training workshop on the use of macroeconomic modelling in Central Africa	1	Non-recurrent
17A.89 (c) (ii)	Training workshop on climate change and sustainable development in Central Africa	1	Non-recurrent

[1] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.83 (c) (ii)).

17A.89 (c) (ii)	Workshop on budget preparation, performance management and monitoring for ECCAS and CEMAC	1	Non-recurrent
17A.89 (c) (iii)	E-employment project for poverty reduction and achieving the Millennium Development Goals in Central Africa through the use of information and communications technology	1	Non-recurrent
Subtotal		**12**	
Subprogramme 7 (d), Component 4: subregional activities in East Africa			
17A.93 (a) (iii)	New trends in South-South and triangular cooperation: implications for East African countries	1	Non-recurrent
17A.93 (a) (iii)	Topical issues on natural resources management in the Intergovernmental Authority on Development (IGAD) subregion	1	Non-recurrent
17A.93 (a) (iii)	Second phase of the World Summit on the Information Society: assessment of outcomes and perspectives in the East African subregion	1	Non-recurrent
17A.93 (b) (i)	South-South and triangular cooperation: implications for East African countries	1	Non-recurrent
17A.93 (b) (i)	Second phase of the World Summit on the Information Society: report on outcomes and perspectives in the East African subregion	1	Non-recurrent
17A.93 (b) (i)	Report on natural resources management in the IGAD subregion	1	Non-recurrent
Carried forward[m]	Report on a topical issue identified in the subregional office-East Africa and COMESA/EAC/IGAD multi-year programme	1	Non-recurrent
17A.93 (c) (iii)	Institutional support to IGAD, the East African Community and other intergovernmental organizations	1	Non-recurrent
Subtotal		**8**	

[m] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.91 (b) (i)).

Subprogramme 7 (e), Component 5: subregional activities in Southern Africa

17A.97 (a) (iii)	Harmonized security framework for the mineral products of the Southern African Development Community (SADC) region	1	Non-recurrent
17A.97 (a) (iii)	Addressing the challenges of macroeconomic policy convergence in the SADC region	1	Non-recurrent
17A.97 (a) (iii)	Cost-benefit analysis of regional integration in Southern Africa	1	Non-recurrent
17A.97 (a) (iii)	New trends in South-South and triangular cooperation: implications for Southern African countries	1	Non-recurrent
17A.97 (b) (i)	South-South and triangular cooperation: implications for Southern African countries	1	Non-recurrent
17A.97 (b) (i)	Addressing the challenges of macroeconomic policy convergence	1	Non-recurrent
17A.97 (b) (i)	Harmonized security framework for the mineral products of the SADC region	1	Non-recurrent
17A.97 (b) (i)	Cost-benefit analysis of regional integration in Southern Africa	1	Non-recurrent
17A.97 (c) (i)	Advisory services on priority development issues, including gender, trade, infrastructure, energy, macroeconomic policy and institutional convergence and social development, and statistical development to strengthen regional integration and implementation of NEPAD in Southern Africa, as well as capacity-building activities	4	Non-recurrent
17A.97 (c) (ii)	Workshop on the implications of regional integration for human development in Southern Africa	1	Non-recurrent
Carried forward[n]	Workshop for 20 professionals on agri-input business development in Southern Africa	1	Non-recurrent
17A.97 (c) (ii)	Workshop on strategy for promoting non-renewable energy in the SADC region	1	Non-recurrent
Subtotal		**15**	

[n] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.95 (c) (ii)).

Subprogramme 8, Development planning and administration			
Carried forward[o]	Case studies on best practices to enhance the role of the State in public affairs	1	The Governing Council of the African Institute for Economic Development and Planning ordered a review and revamping of programmes as part of a strategy for repositioning the Institute. On account of this, work on the case studies was postponed to accommodate the institutional renewal and reorganization
Carried forward[p]	CD-ROM on main substantive topics of the subprogramme	2	The reorganization that was mandated by the Governing Council was expected to have implications for programme offerings. It was decided, therefore, to wait for the completion of the reorganization exercise
Subtotal		**3**	
Subprogramme 9, Statistics			
17A.106 (a) (iii)	Use of censuses and surveys for deriving Millennium Development Goal indicators	1	Non-recurrent
17A.106 (b) (ii)	Handbook on harmonized price indices and harmonized national accounts	1	Non-recurrent

[o] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.100 (b) (i)).
[p] Output carried forward from the biennium 2008-2009 (see A/62/6 (Sect. 17), para. 17A.100 (b) (v)).

17A.106 (b) (ii)	Joint ECA/United Nations Statistics Division handbook on the development of Millennium Development Goal indicators	1	Non-recurrent
17A.106 (c) (iv)	Advisory services in various areas of statistics, including the design of national strategies for the development of statistics and the organization and management of national statistics offices, population censuses and national account statistics	6	Non-recurrent
17A.106 (c) (i)	Workshop on basic economic statistics and economic classifications in support of the 1993 System of National Accounts	1	Non-recurrent
17A.106 (c) (i)	Workshop of the Millennium Development Goals Africa Working Group	1	Non-recurrent
17A.106 (c) (i)	Joint ECA/United Nations Population Fund workshop on population censuses and surveys	1	Non-recurrent
17A.106 (c) (i)	Workshop on the use of international and intra-African trade statistics for regional integration	1	Non-recurrent
17A.106 (c) (i)	Joint United Nations Environment Programme/ECA workshop on environmental statistics, agricultural statistics and climate change	1	Non-recurrent
17A.106 (c) (i)	Joint ECA/International Labour Organization/World Bank workshop on informal sector, household surveys and labour statistics	1	Non-recurrent
17A.106 (c) (iii)	Strengthening statistical capabilities through the design and implementation of national strategies for the development of statistics	1	Non-recurrent
17A.106 (c) (iii)	Capacity-building of member States through the Statistical Training Programme for Africa	1	Non-recurrent
Subtotal		**17**	

Subprogramme 10, Social development

17A.111 (a) (iii)	Harnessing knowledge to achieve the Millennium Development Goals in Africa	1	Non-recurrent
17A.111 (a) (iii)	Strengthening capacities to promote social protection policies in African countries	1	Non-recurrent

17A.111 (b) (ii)	Harnessing knowledge to achieve the Millennium Development Goals in Africa	1	Non-recurrent
17A.111 (b) (ii)	Follow-up to *Securing our Future: Report of the Commission on HIV/AIDS and Governance in Africa*	1	Non-recurrent
17A.111 (b) (ii)	Local-level participation and achieving the Millennium Development Goals	1	Non-recurrent
17A.111 (b) (iii)	Millennium Development Goal mapper	1	Non-recurrent
17A.111 (b) (iii)	Training manual on poverty reduction strategies consistent with the Millennium Development Goals	1	Non-recurrent
17A.111 (c) (iii)	Advisory services on poverty reduction strategies consistent with the Millennium Development Goals, mainstreaming social development and social integration issues in national development strategies	6	Non-recurrent
17A.111 (c) (iv)	Training workshop for professionals on developing and operationalizing an accountability index for monitoring commitments made in regard to HIV/AIDS in Africa	1	Non-recurrent
17A.111 (c) (ii)	Building capacities to develop social protection systems for vulnerable groups	1	Non-recurrent
17A.111 (c) (ii)	Building capacity in health economics and health policy for better health outcomes in Africa	1	Non-recurrent
17A.111 (c) (ii)	Enhancing knowledge-sharing on poverty reduction strategies and the Millennium Development Goals through the African Learning Group on the Poverty Reduction Strategies and Millennium Development Goals	1	Non-recurrent
Added by discretion	Strengthening policy development on sexual and reproductive health, focusing on women's rights	1	Non-recurrent
Subtotal		**18**	
Grand total		**241**	